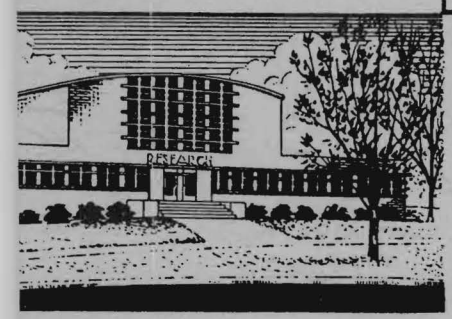
Revised Edition

GEORGIA TECH
INDUSTRIAL DEVELOPMENT MANUAL

by
Kenneth C. Wagner
John R. Peterson
Mrs. Thera H. Richter

Revised by
George I. Whitlatch



Engineering Experiment Station
Georgia Institute of Technology
Atlanta, Georgia

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Foreword to Revised Edition

An increasingly heavy work load--which has simply underscored the need for additional written and personal assistance to local development groups--has delayed the revised edition of our Manual. We had hoped to have it ready for distribution by the first of the year; as it has turned out, we are fortunate to have it ready for press now.

The burden of revising the working draft could not have fallen upon more capable shoulders. During the 14 years he headed Tennessee's industrial development program Dr. Whitlatch established a reputation as one of the best informed and most capable development men in the South. The improvements he has made in this edition of the Manual attest to his abilities.

We appreciate the assistance we have already received from some of the individuals with whom we have used the Manual in some 25 communities. We hope that the larger number we expect to work with in the weeks immediately ahead will give us the benefit of their experiences as they work with the Manual in their development programs. A further revision is planned just as quickly as existing work loads permit.

Again, we particularly welcome comments on the approach used throughout. Any other comments as to ways in which we can make the Manual more useful will be sincerely appreciated.

Kenneth C. Wagner, Head
Industrial Development Branch

May 1959

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INTRODUCTION

This manual is designed to serve as a "road map" for industrial development. It has no other purpose. Each time the manual is consulted, the purpose will be to choose the route calculated to help you reach a satisfactory solution to a particular problem.

It is possible you may never follow the same route twice, since every industrial prospect presents an individual problem. There is no "canned" sales pitch that will apply to all. Since really good prospects are rare, each must be treated as if there may never be another; and a campaign must be designed for each individual case. The effective industrial development man, in other words, must be a "customer analyst." It is up to him to determine just what information the prospect needs or wants--first, in terms of the company requirements; second, in terms of company officials' personal preferences. This is not always easy, since some companies are completely inexperienced in selecting a new plant location and cannot readily give you the determining factors for their particular operation. You may have to "pull" this information from them by direct subtle questioning.

But this also means that the industrial development man must have at hand all the information his prospect may require. Only by knowing all about his community can he hope to be able to select and discuss those items with which the prospect will be concerned.

Unfortunately, too few people know as much about their home community as they should. In addition, only experienced people realize how far reaching an industrial prospect's investigation can get. Companies planning to build branch plants need a great deal more information than just statistics and data relating to the physical operation of a plant. The larger the firm, the wider its field of interest and the more questions it may want answered. These can range all the way from questions on sites and labor to those on the per cent of college graduates leaving the county annually. The more experienced the company is in plant location surveys, the more specific and penetrating the questions are likely to be. Yet even some large corporations may be quite unskilled in developing the data essential to making a successful site choice.

In doing industrial development work, you should use about the same procedure that top salesmen use--a so-called "businesslike approach." Very simply, the steps are:

1. Know your wares (your community) thoroughly.
2. Know your competitors' wares (advantages of neighboring towns).
3. Select prospects on the basis of your products' (your community's) capabilities and advantages.
4. Analyze each prospect carefully, to determine:
   a. his operational needs, and
   b. his personal preferences.
5. Prepare a suitable plan of approach for each prospect individually.

The above steps are carried out by every good salesman. The better salesmen, after a great deal of experience, can often telescope steps four and five in a very short time, perhaps a matter of minutes. Few industrial development groups have had much experience in selling a particular product (their community) to a particular customer (an industrial firm). In most instances it will therefore be desirable, if not essential, to go through each of the five steps individually and carefully. Furthermore, each of the steps is likely to be time consuming, since the knowledge required cannot be gained "on the job," as it can in so many occupations.

Be sure to answer all the questions posed in the following pages. By having all the answers in advance, not only will your prospect be impressed with your businesslike approach, but you may turn up liabilities you did not know existed. Consequently, you will have the opportunity to establish an improvement program before an industrial prospect uncovers the liabilities himself.

Some of the questions may at first glance seem not applicable to your community. Before you decide this is the case, however, make sure that the question is not <u>at all</u> applicable. It might apply only in part, and still be important. To many small towns, in particular, the fact that a question does not seem to apply may indicate their lack of vital services and facilities.

Other questions perhaps can be answered specifically only after determining your prospects and their individual needs. Such questions, however, should not be left to be answered in the future. The subjects should be investigated as thoroughly as possible now. Even partial or general answers can help you determine whether certain industries are actually prospects.

Above all, make certain that your answers are factual and unbiased. Check your information sources thoroughly. For comparison purposes, get your information from more than one source, if possible. And remember that you cannot

make accurate decisions with inaccurate information. A few wrong answers to a prospect, if discovered, can result in his fully discounting all the data and facts you have given him.

Here are the essential steps in an industrial development program, as discussed in the pages which follow:

1. Make a preliminary evaluation (if you have not already done so) to see whether or not you are in a position to set up an industrial development program.
2. Organize your program carefully, bringing in the best possible people you can find to head it up. If you already have an organization, evaluate it carefully to see whether it can be strengthened.
3. Locate and hold for industry your best sites and buildings.
4. Make a thorough audit of your community's assets and liabilities.
5. Evaluate your limitations and liabilities; then eliminate from consideration industries which you cannot hope to attract.
6. Determine which of your community's liabilities can be eliminated quickly and which require a longer period; then lay out action programs to eliminate or reduce as many problems as possible, as rapidly as you can.
7. Evaluate the data collected in your audit to determine your assets--those resources (manpower, raw materials, services, etc.) calculated to make your community attractive to firms looking for new locations.
8. Decide which industries your specific combination of assets will best support; determine which of these industries offer immediate possibilities and start work on the first of your "package" presentations.
9. Determine your longer-range prospects; if possible, have one person (or team) start work immediately on the essential steps, such as providing necessary additional facilities (for example, natural gas), collecting additional data, or whatever else may be required to interest these prospects in your area.
10. Check repeatedly to insure you are avoiding pitfalls and problems.
11. Prepare and deliver your "package" to specific prospects.
12. Keep working to eliminate liabilities.
13. Keep working on both short- and long-run prospects.

A list of sources which will help answer many of the questions in this manual is given in Appendix A.

You will doubtless want to assign topics or sections to individuals or teams who will be working with you. Local experts can answer any of the more technical questions. For example, for answers on electric power, see the manager of your local power company, and so on. In addition to helping you complete the job more rapidly, this should help generate interest and active support for your program.

Finally, there will be places where you will need professional assistance. When you reach such a point, you can obtain recommendations from such groups as the Georgia Department of Commerce, the Georgia State Chamber of Commerce, the Georgia Power Company, or Georgia Tech's Industrial Development Branch.

I. PRELIMINARY EVALUATION

Should you set up an industrial development program?

If you have a program, is it producing results?

These are key questions to be answered by any group interested in industrial development. But before answering them, the subject itself needs to be clearly understood.

Industrial development has been defined as "the effort to promote and guide economic growth in an area so that all elements in the community prosper and so that all who seek work are able to find it under conditions conducive to maximum income and to pleasant living."[1/]

Actually, industrial development should constitute only one phase of a general program for improving the prosperity and pleasure of living in a community. New business, either primary or secondary, will increase that prosperity, but improved living conditions are dependent upon new or expanded educational, recreational, and cultural facilities.

If you have or expect to have an industrial development program its success depends largely on public understanding and appreciation of the above-stated purposes. Communities don't support programs unless there are good reasons for doing so. Consequently, the civic leadership of your community must recognize what economic problems they have, how serious they are, and what the opportunities are for doing something about them.

Once your community decides there is real need to strengthen its economic base, it should be prepared to support an industrial development program over many years. Your citizens must agree to spend money and participate in the program on a long-range basis--or they should not embark on it at all.

For many small communities, this initial decision will depend on whether there is any real hope for them to obtain industrial payrolls. A negative answer to this question is something no one wants, but it is better to know the odds are against you than to waste a great deal of time and effort. (See "Large City Versus Small Town Programs," Section V.)

Other opportunities may exist for strengthening the economies of communities and counties which cannot now hope to accommodate sizeable new industries.

1/ "Area Development in the United States--Its Status and Frontiers," address by Victor Roterus, Director of the Office of Area Development, United States Department of Commerce, before the 3rd Annual Western Area Development Conference, Phoenix, Arizona, October 31, 1956.

Among these are more effective and more profitable ways of marketing agricultural products, starting small food processing or manufacturing plants with local capital, catering to the tourist trade, making better uses of timber, where available, and developing mineral resources where they can be found. The last two of these may offer the best hope for new payrolls in many of Georgia's counties, but studies made to date are inadequate for the industrialist's needs.

Remember, almost every community believes--at least until it completes a careful audit of resources--that they "have what it takes." And this is largely true. Most towns and cities have the necessary basic elements for industrial operations--they have labor, fuels, transportation facilities, power, sites and other things that most industries need. But the vital difference between success and failure lies in the degree and quality to which these various factors exist in a city or town and the kind of community leadership available to do the selling job. In some cases, the enthusiastic and able presentation of one community's situation and resources may offset the more advantageous but less ably presented situation of another. If your town has worked hard for years without success, take a strong look at your present leadership, but also be sure that your town is offering a situation as good or better than its competition and that the presentation to prospects is ably done.

Answer these questions before you go farther:

1. What does your community have to offer a manufacturing plant? Is it a strategic market position? Do you have valuable raw materials? Is your transportation situation outstanding? Is your town attractive and progressive? Can you offer fuels, power, water, sewerage, and other necessary services at reasonable costs? Is your labor supply unusually large, or does it offer skills needed by certain industries, or can you demonstrate that available labor is easily and inexpensively trained?

2. Are your answers to all points of the preceding question sufficiently encouraging to justify further study and perhaps considerable expense?

3. Should you lay out an industrial development program, knowing that many months of work and considerable money will be involved, or should you give up the idea?

If you do decide to lay out a program, or have one underway, examine the organization(s) you have available to do the job. Then answer these questions:

1. Is it (are they) adequate?

2. Can it (they) be improved?

3. Will the persons directing the program be able to attract widespread support in your community?

Since most of the work of industrial development must be done at the local level, you should establish the strongest possible organization. (See "Organizing For Action," Section II.) The help of all civic leaders should be solicited, not only to increase the number of persons available for committee work, but to keep all of them informed of your plans, needs, and progress. Thus, your problem of keeping the general public informed will be considerably reduced. You can expect many objections to different parts of your program as it develops--objections that usually arise from public ignorance of your efforts and objectives. Even persons who may be enthusiastic about your program when it is discussed generally may change their minds when they realize its full scope. Too few, for example, may appreciate that the overall program will include as one of its elements community planning, which includes zoning.

It is important, therefore, to know in advance how people feel about planning, zoning, and other aspects of a community development program. Questions pertinent to your town's particular situation should be asked to clarify such points. Some examples follow:

1. What is the attitude of your present city and county administrations toward community development?

2. How do they feel about city zoning? A joint city-county zoning program? (Often needed to protect good sites outside the city limits.)

3. What are their feelings about city planning? A joint city-county planning program?

4. Would they approve of expanding the city limits?

5. Would they likely approve the installation (or expansion) of a sewage disposal system? Additional street paving? Other needed civic improvements?

Action possibly will not be taken on all of these problems--perhaps not on most of them. But an industrial development program may require action on many fronts. Your industrial development group must therefore know where the possible problems are and properly appraise the support to be expected from key persons in your community.

The answers you obtain to these questions will determine largely how far you can go with industrial development, without first conducting a public education program.

Now, having answered these questions, it is important to answer several more:

1. Do you need to obtain additional support before going ahead?

2. Will civic leaders and other influential persons in your community support all phases of your forthcoming industrial development campaign?

3. Can you expect support from the community generally? Will they work with you if you need them? Will they provide financial support, if needed?

If not, you lack the kind of community attitude necessary to build a sound and successful program, and you will need to sell others in the community before you can expect to sell industry on the advantages of your area. Organize a community-wide campaign to obtain support. It will be necessary to gain this backing before you go to the next step. THIS IS A MUST!

II. ORGANIZING FOR ACTION

Lack of strong civic leadership, lack of unity of purpose, and poor organization are the main causes for the failure of many communities to obtain new industry. It is a long, arduous task, requiring not only able people who are capable of winning community-wide support for any action program they formulate, but people who are willing to work for it. And that work must be properly planned, properly directed, and properly executed to bring results.

You must do first things first. Divide up the work, then see that all of it is done. This requires an organization, and the first step is to hold a meeting. This initial meeting should be limited mainly to your principal business, political, and civic leaders. If you have a Chamber of Commerce, it can sponsor this organizational meeting.

Call your organization your "Industrial Committee" or whatever you like, but select the chairman with care. Strong, responsible leadership in a community is vital to the success of an industrial development program. If there is any one factor that can spell the difference between success and failure of your program, it is "leadership." This leadership will recognize that the full and active support of the community is necessary and that individual action alone is not sufficient--that the effort requires a working organization.

You should therefore seek as chairman a leading citizen, devoted to the best interests of your town--a person who is willing to spare no effort in the work and who can command the attention of both community and prospect. His is the most important part in your program and his work will warrant and need the complete faith and unity of your community behind his efforts. He, in turn, should be able to transmit his enthusiasm to others of his organization, insuring continuing action by the group. The principal functions of the chairman will be to develop leads to prospects, supervise the follow-up on all promising prospects, investigate their responsibility, and, on visits of prospects to the community, arrange details for all conferences and site inspections, and act as spokesman for the community in subsequent negotiations.

Promotion of the industrial potential of a community is essentially a selling job, and effective salesmanship requires a thorough knowledge of the product to be sold--your town. Your committee chairman will recognize this need to survey the economic resources of the community as the initial task of his organiza-

tion. Hence, in his selection of members for this working group, each should be chosen for his experience, knowledge, and/or ability to obtain information on specific phases of the work at hand. For example, a local manufacturer or personnel manager of a local factory most likely would be best qualified to develop data on labor supply, wage scales, and related aspects. A contractor or realtor probably could best handle sites and buildings. And so on down the list, so that your organization would include some 10 to 25 or more persons (depending on the size of your community), with one or more assigned to each of the following topics:

CHAIRMAN
(General program supervisor
and community spokesman)

Utilities and Fuels

Electric power
Water
Sewerage
Coal, oil and gas

Sites and Buildings

Vacant buildings suitable for manufacturing
Plant Sites

Housing and Civic Improvement

Housing for industrial workers
General civic improvement

Labor

Supply
Skills, wages, fringe benefits
Unionization
Regulations

Raw Materials

Agriculture
Timber
Minerals

Transportation

Railroads
Truck and bus lines
Airlines
Barge and steamship lines

Communications

Telephone
Telegraph
Mail

Financing and Taxation

Financial assistance
Tax practices

It is quite important that your local governmental officials, both city and county, be represented, since many future problems relating to municipal and/or county services can be satisfactorily resolved only if you have their understanding and cooperation.

When the assembly of data on your local situation is undertaken as a planned and organized project, in which the members of your industrial committee are each assigned specific items to be completed, then the task becomes relatively simple and can be done within a reasonably short time. In actual practice, your chairman should use this Manual as a guide and assign sections

of it to his various committee members.

As soon as the initial audit of your community has been completed and the data compiled (see "Auditing Your Resources"), your industrial committee should discuss and analyze the findings in respect to local needs, opportunities, and basic weaknesses. Perhaps the data will show that your present industrial employment is predominantly female, indicating the desirability of directing future efforts toward bringing in industries which employ men. Or the findings may prove that extensive lumber and forest resources offer good opportunities for manufacturing finished wood products.

Your chairman should invite to these discussions all local manufacturers, not only to enlist their support by explaining the purposes of the community's industrial development program, but also to find out whether any new industries can be established to supply needs of their local plants. Frequently, you will find that local manufacturers are shipping in products that could be made locally. Furthermore, by inviting the manufacturers' cooperation, you eliminate the chance of soliciting new industries which might create unfavorable competitive situations for your existing plants.

The following questions are designed to help you avoid problems and thereby gain the organizational strength you will need to achieve success. If you have an established program--particularly if you have yet to achieve results--perhaps this section will help you eliminate weaknesses that are slowing your program down.

Answer these questions on leadership, established organizations, and community participation:

Leadership

1. Who in your community would be the best person(s) to head up an industrial development program?

2. Are they available (can and will they take time)?

3. What disagreements, if any, have these persons had on the approach to be used in obtaining new industry?

4. Are there any industries which they would not want brought in? Types? Companies? Nationalities? Religions? Which ones and why?

5. Who in the community might still be against an industrial development program? Why?

   a. Is the support of these persons essential?

   b. If so, do you think they can be persuaded to support your proposed program?

Established Organizations

1. Do you have a chamber of commerce? If so, is it active in industrial development?

2. Do you have an industrial development corporation? If so, is it profit-making or non-profit? What kind of program does it have? Has it actually raised funds or only obtained pledges?

3. What other local organizations are now actively working on industrial development?

4. Are their activities coordinated? If so, how?

5. What other organizations can be expected to work actively with you on your program?

6. What organizations would give only nominal or non-active support? Why?

7. Does your city have a planning commission? If so, is it a joint city-county commission?

8. Do you have a zoning board? A "master plan?"

Community Participation

1. What steps, if any, has your community taken either to keep an established industry or to obtain a new one?

2. How much money could your community raise (on a "business" basis) toward a building for a financially sound company?

3. If you have raised funds before for such a purpose, how much money was involved? How many persons contributed or pledged? Who should have participated but didn't?

4. How many persons who participated in your earlier campaign could you count on to contribute in a future drive?

III. AUDITING YOUR RESOURCES

A comprehensive survey or audit of your town's resources will provide the factual basis on which to make a searching appraisal of the community and its potential for industrial development. It has two natural points of focus: (1) your assets and (2) your liabilities.

Painful though it may be, you must do a thorough job of pinpointing your weaknesses. A single liability--perhaps one which could have been eliminated fairly easily--may be enough to ruin an outstanding chance to secure a new plant.

Suppose your survey proves that your town does lack a number of the basic requirements for industry. Does this mean you can never hope to get industry? Not at all. It simply means that you must get busy and chart a course of action in which your initial efforts must go into improvements your town has needed all along--a new water plant, a sewer system, or a new substation, perhaps. The important thing is that you have become aware of your limitations and that plans have been made to do something about them. The very existence of a community improvement program may be enough to convince a prospective industry that your town knows where it wants to go and that it is therefore the kind of progressive community he is looking for.

Your audit will also give your prospects the kind of factual information they want, and may serve to identify opportunities for new types of industry. Furthermore, the survey or audit is an excellent device for translating the enthusiasm of your local industrial development group into constructive action and for correlating the resultant data with the technical aids available from the Industrial Development Branch of Georgia Tech's Engineering Experiment Station and the various State, Federal, and private development agencies and organizations.

Local Industry

If your community already has established manufacturing firms, you may find that your best opportunity for industrial growth may come from expansion of these local industries.[1/] You should therefore be thoroughly familiar with

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1/ In a study made of 138 companies operating 1,446 plants, there were reported between 1946 and 1951 a total of 614 additions to manufacturing capacity. Of this number, 39% of the expansion activities represented additions to existing facilities. Some 43 involved the purchase of existing buildings or going concerns, while about one-third were new plants, many of which were

your local manufacturers and their operations, giving to them the same degree of community cooperation and assistance you would extend to out-of-state interests. Get to know your manufacturers' day-to-day problems--learn whether they are satisfied with utilities services, tax rates, rail and truck service, fire and police protection, labor productivity, and so on. Anything you can do to improve the local industrial climate will tend to make their operations more successful and will encourage the managements to expand locally, if and when such new plant additions become necessary.

By your familiarity with local manufacturing operations, you and your industrial committee can more readily recognize opportunities to bring in new operations that will supplement or supply existing plants. For example, if you know that a local shirt manufacturer annually imports from out-of-state sources a large volume of "set-up" boxes for packing these shirts, perhaps this will offer an opportunity to make these boxes locally, thus effecting substantial saving in freight costs.

Again, you should actively cooperate with local manufacturers in creating as favorable an industrial climate as possible, for nothing will so readily sell an outside prospect as your hometown managements' expression of satisfaction with local operating conditions. Most of your prospects will eventually talk with some of your local manufacturers, and you should make certain they are satisfied. If they are not, remedial measures should be started without delay.

As noted later, you will want your local manufacturers represented on your committee to advise about wage rates, worker productivity, transportation, and various other aspects of your resource audit. Further, by working together, you will avoid bringing in competitive operations that would be detrimental to your established firms.

In addition to your local manufacturers, you should be fully acquainted with the supporting trade and service industries in your community. Your prospects will want to know about equipment supply houses, plumbing shops, linen supply services, warehousing, machine shops and other repair facilities, tool and die shops, forging shops, and the many other services needed for daily maintenance of their operations.

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built on other sites but in the same community. (Cited by Maurice Fulton, Fantus Factory Locating Service, Chicago, Illinois, in "Features Favoring Plant Location in Utah," speech before 5th Annual Utah Economic Development Conference, Salt Lake City, August 18, 1954.)

These are some of the questions you should ask about your local industries:

1. How many manufacturing plants are there in your city? What different types of production are represented? What is the total employment? (List all operations by firm name, products, and average employment.)

2. What is the annual total of wages paid in your manufacturing plants? Total annual cost of raw materials? Total annual value of their output?

3. Are your local manufactures mainly branch plant operations or are they "home-grown" firms?

4. What plants have moved into your community during the past five years? What plants, if any, have moved out in that period? Why?

5. Are your local managements satisfied with your community's services, attitudes, and policies as they affect their operations? If not, what do they think should be done to improve your local industrial climate?

6. Do you think your existing industry is sufficiently diversified? If not, what other types of industry would supplement existing production or be desirable to broaden this part of your economic base?

7. Are your manufacturing plants located within a well-defined industrial area of your town or are they scattered?

8. What principal raw materials or semi-finished products are used by local plants? Which of these come from sources within the State? From outside the State? Can Georgia sources supply any of these materials or products? Would there be sufficient State markets for them to warrant local manufacture?

9. What is the attitude of your local manufacturers toward bringing in new industries? What plans do they have for expanding locally? What is your city prepared to do to assist them in making such expansion?

10. Are there industrial equipment supply firms in your town? If not, where would be the nearest sources of such supplies?

11. Are commercial warehousing facilities available? Do they render any specialized services?

12. What facilities and services are available for general repair and maintenance of industrial operations (machine shops, linen supply service, tool and die shops, foundries, office supply houses, etc.)?

Sites

Industrial sites are the keystone of your entire program, for if you are to obtain new industries, you must have places to put them. Yet, to many community groups, site selection is the most neglected and least understood aspect

of industrial development. Few industrial committees fully explore their local site situation in advance of their meeting with a prospect and, as a consequence, the prospect leaves without being convinced that his site needs can be properly met. After all, he does appreciate the fact that his company must have a place to build its plant, regardless of what other advantages your community may afford.

Land over which your industrial committee does not have specific control--either through zoning, option, or outright ownership--cannot be considered a potential industrial site. It remains merely land. Even zoning does not assure its availability, so that only through option or ownership can it be offered to prospective industry at a definite price.

The success of industrial districts, even in smaller cities throughout the country, proves that many manufacturers prefer to buy industrial sites which have been preliminarily graded, have utility services installed, and have road and rail access planned. Many management men find it difficult to visualize what their plant will look like on a raw piece of land and, further, they are reluctant to undertake the worry and costs of grading and of installing service and access facilities. Consequently, they are often willing to pay premium prices for developed site acreages, either in industrial districts or in areas where similar improvements have been made to individual site properties.

The extent to which local industrial programs may be committed in developing industrial sites depends upon available capital and outright ownership. On owned land, the least that should be done would be clearing of the site of trees and brush and, if necessary, preliminary grading, including the cutting of an access road and topping with gravel or other surfacing material. If within city limits, extension of gas, water, and sewer lines to the borders of the site should be completed. Should this not be practicable or should the site be some distance from the city limits, it is essential that a specific and binding agreement be made between the site developers and the utility companies in respect to policy and cost of extending these services, so that they can be included in the per-acre price quoted for the site.

Although certain industries do not require railroad service, the industrial program of any town with railroads must offer sites with rail access. In selecting such sites, the railroad should parallel either the rear boundary or one of the sides of the tract, with a major highway or other road paralleling the front boundary or one side. Try to avoid situations where the railroad line is between

the highway and the main body of the site, since most managements dislike subjecting their employees to the daily danger of having to cross the railroad in coming to and going from work. (See examples in Figure 1.) Further, with the railroad at the rear or sides, lead tracks to loading docks in the rear of the plant are much shorter. In your selection of sites, remember that it is desirable that they be within the switching limits of your town, since this can result in considerable freight cost savings and better service on inter-line hauls. Your railroad industrial department can advise you in respect to the switching limits and policy on lead tracks.

The ratio of land to operational space today is usually 5:1 to 8:1, although some engineering firms recommend land areas of 10 to 15 times projected plant space. In other words, where the plant will occupy an area of 5 acres, the site may range in size from 25 to 75 acres, depending on the type of industry and management thinking as to future expansion needs. Ordinarily, few industrial prospects will require over 50 acres and most will need 25 acres or less.

While the average site preferably should be quite level, there are industries and situations that permit use of quite rugged terrain and actual hillside sites. For example, a metal-molding industry can utilize gravity movement of its raw materials from storage bins into a plant by location near the crest of a hill on which installation of a rail spur would allow direct dumpage from freight car to bin.

Topographically, the land should be well elevated relative to near-by streams or drainage lines, with sufficient slope to permit ready and complete drainage. If it is near a river or other principal stream, the general elevation of the site should be about 40 feet above normal flow, unless long-term records can prove that the land is flood-free.

In general, the cost of grading a site to relative levelness is the controlling factor in considering hilly or rolling land, since the final overall cost per acre must be attractive to the industrial prospect. Such costs will vary from area to area.

The desirability of having major highways or access streets along the front or sides has been indicated above. Where proposed sites are distant from major highway routes over which motor freight shipments must move, careful investigation should be made of the adequacy of connecting roads or streets to accommodate heavy truck movements. The necessity for motor freight carriers

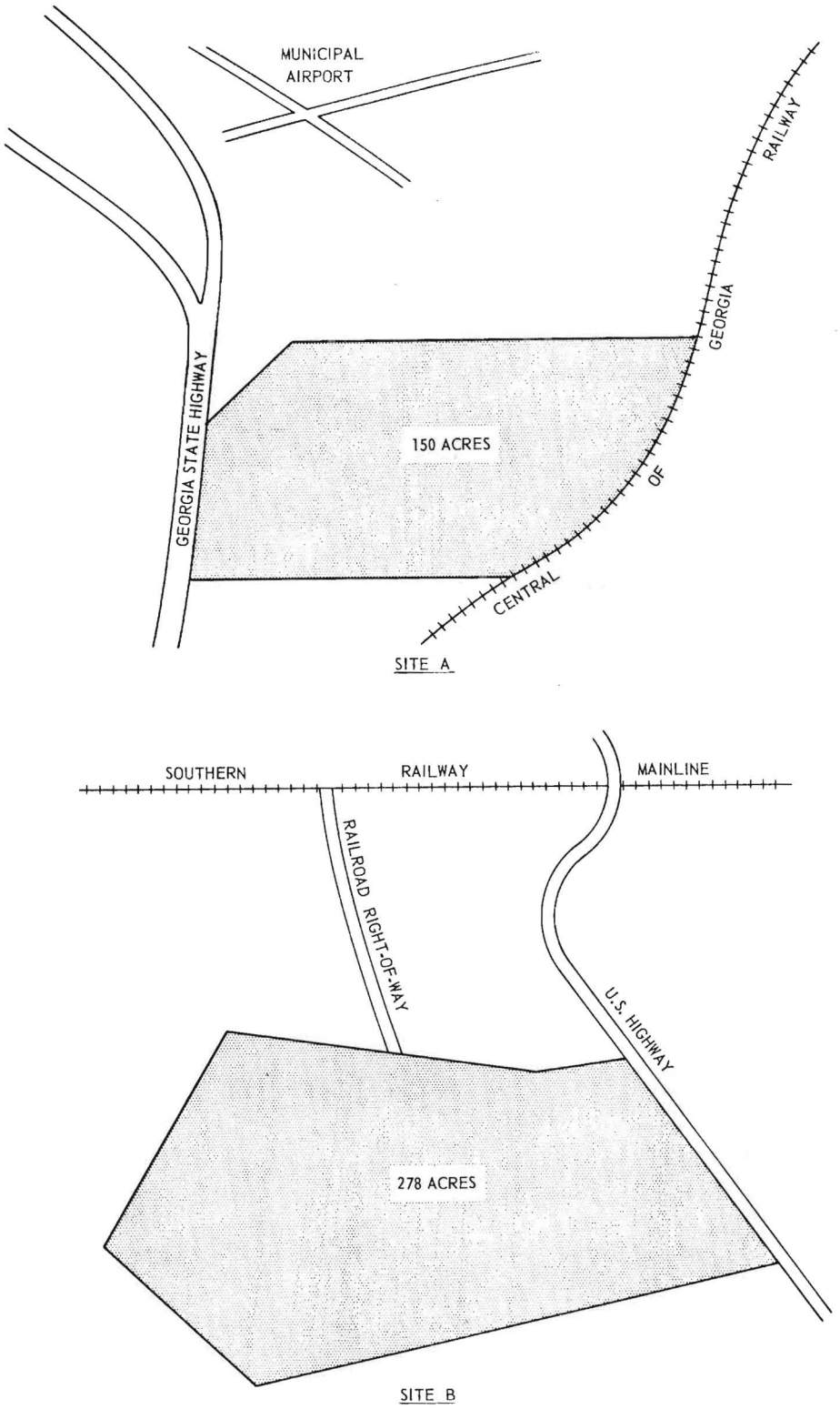
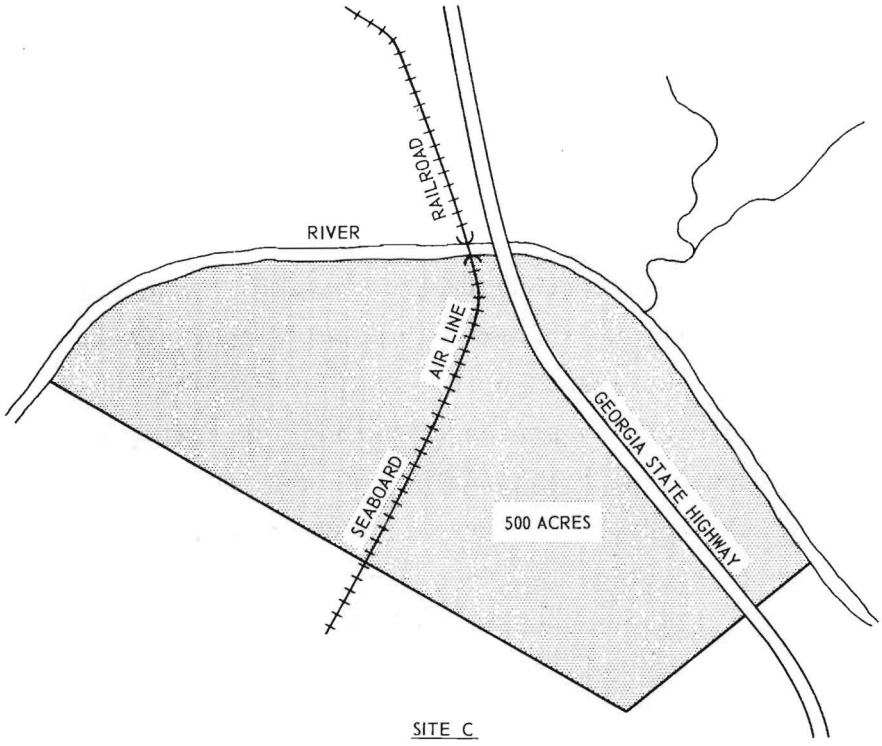
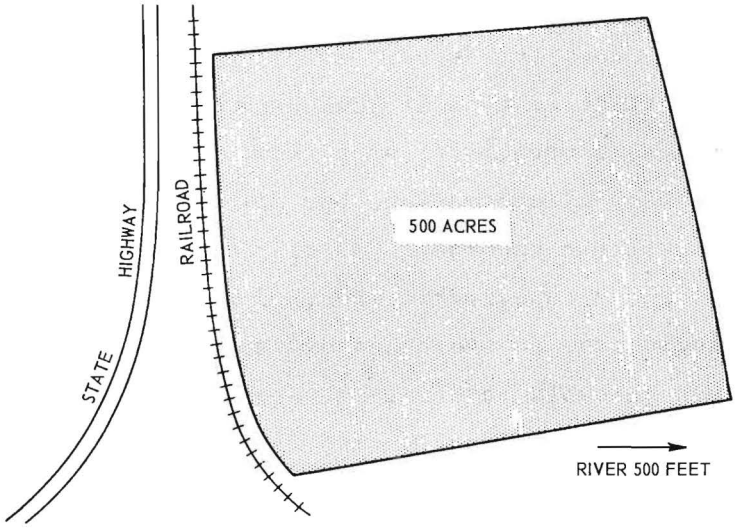


Figure 1-a. The above sketch maps of selected Georgia sites illustrate satisfactory highway and railroad relationships. The most acceptable site situation affords highway access along the front side, with the railroad forming the rear boundary, as shown in sketch A.



SITE C



SITE D

Figure 1-b. The site shown in sketch map C above is badly split by railroad and highway, greatly reducing its acceptability. Sketch map D shows the least acceptable site situation, since access from the highway necessitates crossing of the railroad tracks.

to traverse main congested traffic arteries of the city also should be avoided; this is especially apt to occur where truck terminals are on one side of town and the site on the other. This not only causes unnecessary travel but serves to create undesirable delays in pick-up and delivery service. Where these handicaps would prevail, it is desirable to attempt to find other sites with lesser handicaps.

Some determination of the subsurface conditions of the site should be made in reference to its ability to support plant buildings. While load-bearing strengths of materials (expressed in lbs. or tons/sq. ft.) underlying the site can be accurately determined by standard engineering tests, visual observation of the land surface and locally available geologic information usually will give a fair idea of the underlying strata. For example, if there is a heavy clay soil, with numerous rounded surface depressions or sinkholes, it is a fair guess that a cavernous limestone underlies the area, making construction risky unless preceded by thorough test borings. You should check with your city engineers as to boring records, since many cities have these available for all or parts of their municipal area. Such boring records will show whether the base formations are limestone, clay, sand, shale, sandstone or other rock and, experienced engineers, geologists, or contractors can indicate the kind of footings required for a particular type of rock base. Personal discussions with local utility companies, contractors, architects, and local residents usually will yield general geologic information, but all of this will need confirmation by published data or written records. You also will find that U. S. Geological Survey geologic folios and topographic maps, if available on your area, along with the State geologic map, in the hands of experienced engineers and geologists will yield much valuable information on soil and subsurface conditions. You may find useful U. S. Geological Survey Circular 46, "Interpreting Ground Conditions from Geologic Maps" (May, 1946).

In selecting your industrial sites, keep the neighbors in mind. For heavy industry, where there are apt to be fumes, noise, dust or odors, a protective zone of substantial width should exist between the plant and the nearest residential areas. Even then you must be on guard to prevent subsequent housing encroachment upon your sites, since this may destroy their value. For light and medium industries which are free of objectionable features, sites can be quite close and, in fact, actually within some residential areas. You also must consider existing industries near your proposed sites, because certain

dusty or obnoxious operations can result in real damages to nearby manufacturers. At the least, they can bring costly lawsuits. In one instance, for example, free-flying ash from the burning of sawmill waste was claimed to damage a nearby newly established bakery. Numerous cases can be cited of dusty operations resulting in extended litigation and, in some instances, closure of plants either through permanent injunction or force of public reaction.

Buildings

An available commercial building adaptable to light or medium manufacturing operations or a vacant factory building may well be the key factor in locations by certain prospects. Consequently, your industrial committee should maintain in its files current information on all such buildings. It should also furnish these listings to the State Department of Commerce, State Chamber of Commerce, industrial development departments of banks, railroads, utilities and similar state or private organizations, since they commonly receive inquiries on available manufacturing space.

Descriptions of buildings should follow the form on the following page and, if possible, be accompanied by interior and exterior photographs and floor plan sketches.

The following questions will be helpful in surveying your site situation and listing of available buildings:

1. How much land is available for industrial expansion? (Give a general description of sites and show locations on map--topographic, if available--noting dimensions of tracts, utility services, drainage sources, and rail and highway access.)

2. What has been done to insure the availability of this land?

3. What is the general topography? Maximum immediate relief of each site? What is the nature of the soil and subsoil? What are the underlying geologic conditions? Does the land have good drainage? In what direction? Is any of the land subject to flooding? Are there sinkholes or any other evidence of underground solution and drainage? Explain.

4. Are there any easements for power lines or underground pipelines?

5. What utilities are now available at each site (power, water, gas, sewerage)? At what rates? Give capacities of each--pressures of water and gas delivered to site.

AVAILABLE BUILDING DESCRIPTION

Name of bldg. or company_____

Address_____

Owner's ( ) or Agent's ( ) Name, Address_____

Bldg. dimensions:_____ x _____ ft. Type of construction:_____
(brick, frame, brick and steel, etc.)

No. of floors:_____ Size of site_____ Distance from center of town_____

	1st Floor	2nd Floor	3rd Floor	Basement
Width				
Length				
Ceiling height				
Floor type (wood, concrete, etc.)				
Interior supports--no. of rows				

Elevators: no. & capacity_____Sprinkler: make, type_____

Heating equipment: type_____Boilers: make, hp rating_____

Sewage disposal: size of main _____ Toilet facilities--describe_____

Power: supplier_____KW_____ volts_____phase_____

Gas: natural____ artificial____ Size of main____ Supplier_____

Water: size of main_____ pressure_____lbs. Lighting system: type_____

RR siding to bldg.?_____ Name of RR_____ Loading dock length_____

Truck loading dock?_____ Dimensions_____x_____ft. Height_____ft.

Age of bldg.____ yrs. Insurance rate_____ Former use of bldg._____

Tax assessment $_____ Bldg. now occupied?_____ Data available_____

Bldg. for sale?_____ Price $_____ Bldg. for rent?____Rental $_____per_____

(Include floor plan of building and, if possible, interior and exterior views)

Information supplied by_____

Date_____

6. If any of the utilities are not available, what is the local policy on extension of these services? How soon and at what cost can they be installed?

7. What railroad facilities are now or will be available to each site? Are they inside or outside railroad switching limits? What is the railroad's policy on spur track extensions? How accessible is highway transportation? What access roads are in the area? Will they be available to each site?

8. Are the sites protected by industrial zoning? By deed restrictions?

9. At what cost and on what terms can land be purchased or leased? Describe.

10. What industrial floor space is or will be available for industrial use in existing structures? Give the structure's dimensions and usable floor space, type of construction (single or multi-story, brick, frame, etc.), number and types of floors, and ceiling heights. What railroad and truck facilities are available?

11. What type of heating is used? Is the building sprinkler protected? What utility services are installed (gas, water, power, sewerage)?

12. What is the total area of the site on which the building stands?

13. What is the former use of the building? Describe any unusual structural features.

14. What are the terms of lease or purchase of the building on a per-square-foot basis?

15. What facilities for warehousing or storage are there at or near the industrial sites? Are any regulations imposed for storage and warehousing? Upon manufacturing in that area? Explain fully.

Manpower

Your manpower is quite likely your most valuable resource. Certainly it will be one of the prime determinants in the location decisions of most firms with which you may negotiate. Yet, this labor factor is probably the most neglected and poorly presented of all local assets. Communities are generally prone to overstress the quantity of available local labor and to neglect the qualitative factor. Practically every town or city in Georgia has an ample actual or potential surplus of workers for industrial employment, but those prepared to submit detailed data as to age groupings, sex, and specific industrial skills are exceptional and definitely have a competitive advantage of great value.

The more you can learn about your labor, the more valuable such information will be in selling your city to industry. For this reason, two sets of questions are given below, covering (1) available labor supply and (2) present work force.

Available Labor Supply

The following questions on the available labor supply focus on workers presently available for jobs--meaning the unemployed, the "under-employed" and marginal farm workers (those not working full time on farms or not making an adequate living and, therefore, ready to move into industry), housewives willing to work if certain types of jobs become available, and students just completing school. Your local Employment Security Office is your best source for compiling this information and probably can give good estimates of the supply. In some instances, however, an actual survey may be indicated, and this should cover the normal commuting radius of 25 to 30 miles. Break down your survey data according to sex, age, race, and skills, if any. (See form on following page.)

If a new industry has recently located in your area, find out how many job applications it obtained and secure its evaluation of the qualifications of applicants. This kind of information gets eager acceptance by prospects.

Use discretion in emphasing to a prospect how many former residents would return to work in his proposed new plant. Some industrialists will not hire such returnees because of possible introduction of undesirable labor practices and beliefs.

The following questions will be helpful in determining your current labor supply:

1. How many unemployed workers are there in your community? How many of these are actively seeking employment?

2. How many applicants have there been for each job offered by new firms recently established in your area?

3. What estimate can your county agricultural agent give on the number of "under-employed" or "marginal" farm workers in your area? (This includes those workers who would abandon farming for industrial jobs or would take such jobs and continue farming on the side.) Does the county agent expect an increase next year?

4. How many farm employees are estimated to have left the farm in recent years? Of these, how many took jobs in your city? How many left the area?

LABOR SURVEY FORM

Name_____

Address_____

Age___yrs. Sex: male ( ) female ( ) Race: White ( ) Negro ( )

Married ( ) Single ( )

Education: Elementary School 1 2 3 4 5 6 7 8 High School 1 2 3 4
(circle highest reached)

Distance must travel to _____ _____miles
(insert town name)

Time required_____

Have you ever done factory work?_____ If so, give name and address of company employing you_____

What were principal products made by company?_____

How long were you employed by this company_____yrs _____mos.

*Did you acquire any special skills? If so, give your job classification

_____

List any machines or special equipment operated_____

_____

Where were you last employed?_____ When?_____

If you live on a farm, will your farm duties allow you to give all your time to factory employment?_____

At what hourly rate of pay would you expect to start?_____

*Re-phrase this question to reveal abilities applicable to the particular industry for which survey is made.

5. Can you estimate how many housewives would work, if given an opportunity for a job in any particular industrial plant (garment or electronic assembly plants, for example)?

6. How many new workers are usually added each year through graduation from your high schools? What per cent of these graduates do you think would stay in this area if jobs were available?

7. How many former residents do you estimate would return to your area if jobs became available in a new industrial plant? How many do you think would shift from other jobs if this new industry offered better jobs?

8. What vocational training facilities are there in your community? What types of jobs have its graduates obtained? Approximately what percentage have had to go elsewhere to get the kind of jobs they wanted?

9. Would one sizeable new plant require a large part of the total labor force available in your area?

NOTE: There is danger to any community that ties its welfare exclusively to one major firm. If that company should suffer reverses, the entire community could suffer severely. At the same time, many firms do not want full responsibility for the economic welfare of a town or area.

Present Work Force

Your prospect is just as interested in the composition and work practices of your present work force as he is in the available labor supply. Information will be sought on your existing industries, wage scales by job categories, work week, overtime and incentive pay practices, unionization, insurance and other fringe benefits, holidays and vacation periods, the record on local labor-management relations, and other pertinent aspects of your labor situation.

He also will ask about Georgia laws pertaining to age and hour restrictions, factory safety and sanitation codes, workmen's compensation and similar regulations. The following questions, in combination with the above suggestions, should guide your committee in its assembly of information on the present work force. Many of the data will have to be obtained through personnel managers of your existing industries or by other direct survey methods.

1. How many workers are currently employed in manufacturing in your area? What per cent of these live in the city proper?

2. To what extent are women employed? What per cent are married?

3. What per cent of the total work force is skilled; semi-skilled; unskilled?

4. What is the educational level of these workers? What per cent (male and female) are high school graduates?

5. Are labor unions active in your community? If so, what per cent of the workers belong to unions? What is the affiliation of the unions? Have there been any strikes? If so, when and how long did they last?

6. What are the going wage rates in the following job categories (or in as many as are represented in your local industries):

plumbers	unskilled, male and female
electricians	tool and die makers
millwrights	screw machine operators
carpenters	punch press operators
machinists	drill press operators
cabinet makers	sheet metal workers
inspectors	welders
truck drivers	loom fixers
clerk-typists	weavers
stenographers	doffers
bookkeepers	sewing machine operators

7. What changes have occurred in wage rates over the past ten years? How do your present wage rates compare generally with those in nearby communities?

8. What fringe benefits do workers in your local industries have (paid holidays, annual vacation, insurance, etc.)?

9. How much (if any) commuting into the area has there been in response to existing employment opportunities? Over what radius (in miles) do individuals normally commute?

10. Is there evidence of substantial out-commuting from your area in response to job opportunities elsewhere?

11. Have you made a canvas of local employers to obtain comments on worker productivity and dependability, labor turnover, availability of supervisory personnel, worker trainability to new skills, unemployment experience, etc.? If not, secure such statements on company letterheads. They are excellent "campaign material."

NOTE: See "Step 5" in the Georgia State Chamber's booklet, How to get More Industry in 'Your Town' Georgia (Appendix B).

Raw Materials

Industries located in a community primarily because of locally available raw materials are most desirable, since employment is given both in the production of the raw material and in its processing by the plant.

It is quite likely that you have raw materials--particularly timber and probably minerals--which are not now being fully developed. Much timber, for example, is now being shipped out of Georgia for processing elsewhere, with a subsequent loss of income to the State. Its three main markets are (1) cord or pulpwood for paper products or chemicals manufactures; (2) in the manufacture of furniture, boxes and related products; and (3) in construction. If more products now made in other states from Georgia timber could be manufactured within the State, our economy would be greatly strengthened.

Since paper mills, chemical plants and similar industries using wood as a raw material own or lease large timber tracts, your committee should know the various species of timber and approximate reserves of each within a 50-mile radius. For other manufacturers who will depend on local sawmills for their needs, the number and capacity of major mills in the area should be obtained, along with information on species of wood commonly sawed by each.

From geological investigations of the Georgia Department of Mines, Mining, and Geology, we know that this State has a number of valuable minerals which have not yet even been evaluated, much less developed. A great deal of research is needed on many of our mineral resources before their commercial and/or industrial values can be accurately assessed. Industries that might locate in the State because of primary needs for limestone, barite, bauxite, kaolin, or other mineral raw materials would involve substantial capital investments, and site selection would be based on thorough geologic, chemical and engineering investigations. Actual plant locations would be partly dictated by accessibility to streams or other natural water supplies, transportation, and similar factors.

All of these investigations would involve a substantial degree of technical knowledge, not the least of which would be sufficient preliminary data, obtained through drilling or other prospecting and subsequent laboratory research, to attract the interest of prospects to potential deposits. On all locally developed mineral-producing operations, your committee should obtain information on each mineral's output, its chemical and/or physical characteristics, and on whether new industries could purchase from these present producers.

Various agricultural products and by-products are also valuable raw materials. You should therefore seek to learn as much as possible about your local crop production. Industries based in whole or part on agricultural products normally will draw these products from an area within a 10- to 15-mile radius of the plant. Your committee, therefore, should have intimate knowledge of the field crops and livestock production over that area, as well as on chief marketing points and operators of any established truck routes for collection of milk, fruits, vegetables, or other farm produce to serve your area.

The following questions are indicative of the kinds of information you should develop on raw materials:

Minerals

1. What minerals are found in your area?

   a. What metallic minerals (such as iron, manganese, and gold ores, bauxite, ilmenite, rutile, etc.)?

   b. What non-metallic minerals (such as barite, feldspar, kaolin, asbestos, beryl, mica)?

2. What is the production status of known mineral deposits?

   a. Which are presently producing? What companies are engaged in such production? What is the annual output of each?

   b. At what figure do present operators estimate maximum annual output, provided additional markets could be found?

   c. Which minerals have previously been in production? Why did operations cease?

3. Of known but undeveloped mineral deposits, how many have been drill-prospected?

4. What is the quality of each available mineral (chemical and physical analyses, grade)?

5. Are the deposits economically workable? What is the ratio of overburden thickness to that of the mineral? Estimated cost of mining? How does this cost compare with prevailing costs of the same mineral from other sources?

6. How accessible to transportation are the available deposits? How far would the minerals have to be hauled to a plant site; to the markets to be served?

Timber

1. What species of timber are found in your area?

2. Which are found in sufficient quantities to be of commercial importance?

3. Which are presently being cut in substantial volume? What is their quality? For what purposes are they being used?

4. How many sawmills are in your area? What is their annual output (in board feet)? Do you have any planing mills? What are their capabilities?

5. Approximately what tonnage of wood waste could be collected weekly from local timber mills and related operations?

Agricultural Products

1. What are your principal crops? What livestock is raised in your area?

2. Are any of these crops or livestock raised principally for food processing industries? If so, where are they marketed?

3. For what other industrial or commercial products might your local crops and livestock and their by-products be used? Is there a local demand for such products in your area? What is its extent? Could these be produced competitively in your community?

4. In the opinion of your county agricultural agent, what crop can best be raised in your area for contract marketing to food processors?

5. What per cent of the acreage of the county is in large holdings? Is it being used or is it idle?

General

1. Of the raw materials available in your area, which are now used by local industry; shipped to industry elsewhere in Georgia; outside of the State?

2. What raw materials are brought into the State? In what quantities? At what cost?

3. Which of these are found or produced in your area? In what quantities? At what cost?

4. What materials now produced in the area are not now used in the area? Why? In what quantities are they produced? At what cost? Who uses them?

Semi-Finished and Finished Goods

For the average Georgia community, semi-finished and finished goods offer more fruitful opportunities for the development of new industry than do raw materials. This is especially so in areas not presently industrialized and where the importation of "know-how" through branch plant operations is a major

factor of development. In other words, the chances are better in such cases of getting a labor-oriented operation than one dependent on a local raw material.

Often a community's best prospects for expansion are to be found right at home, among existing industries that know and like the community and are operating successfully there. Remember that the greater part of total industrial expansion takes place in the same cities or towns where the expanding companies already are in production. Similarly, most industry operates today right where it began.

Consequently, when your town has completed its audit, carefully review with officials of your existing industries the possibilities of increased output, based in whole or part on further finishing or processing of present products or by-products. For example, you may have a local lumber mill producing dimension stock and machined wood parts; to produce certain types of furniture is just another step, involving only a little more space and investment. Or again, if lumbering and other wood processing are significant in your area, perhaps there is sufficient wood waste to start a charcoal industry--or even to support a wood particle board plant, if a regular, weekly supply of wood waste of 40 tons or more is available. Or finally, you may have plants in your community producing finished products, such as paper or leather, that could supply box and shoe manufacturers.

If your town is without industry, efforts to obtain those industries mainly requiring labor for processing or assembly operations, with minimum use of automatic or relatively simple machinery, probably will be most successful. Among these are certain of the automotive and electronic parts and electrical appliance manufacturers, along with many companies in the apparel industry. For those areas producing or capable of producing fruits and vegetables in sufficient quantities, frozen foods and other processing offer an opportunity to capitalize on local labor surpluses.

The determination of your possibilities for developing new industry in your community requires, in every instance, imagination and initiative combined with patience and hard work and the guidance of accurate factual information. The following questions will serve to give some guidance on this aspect of your promotional program:

1. What partly processed or semi-manufactured items are now produced in your area (such as rough castings, cotton-seed oil, chemicals, aluminum extrusions, lumber, cements, paper pulp)?

2. Where are these materials now shipped for finishing or further processing?

3. Are there opportunities for completing the finishing or processing in your community?

4. What finished products and by-products are now produced in your area (such as paper, tin plate, sheet steel, machinery, leather, electrical supplies, etc.)?

5. Where are these materials now shipped for finishing or further processing?

6. Are there opportunities for completing the finishing or processing in your community?

Markets

For many industries, Georgia and the South's rapidly growing markets are the principal reason for the location of new plants here. It is highly desirable, therefore, for you to learn as much as possible about both present and potential markets.

Often, it is the growth of wholesale distribution in an area that leads to new industry. When distribution of a product within a certain area reaches sufficient volume, branch plant production to serve that area may be indicated. So remember to take care of your distribution, and you will open up many opportunities for new plants.

You can do a limited amount of market research yourself by compiling information from merchants or manufacturers in your area. In most cases, however, the work will have to be done by a professional research organization. In either case, the questions you want to answer are:

1. What manufactured products now used in your local area, in Georgia, or in the Southeast are brought in from outside the area or State?

2. Are most of the essentials for making any of these products available in your community? If certain essentials must be brought in, what would it cost? Would the cost be low enough to make local production economical?

3. What end products used in your community are made of local raw materials but are not manufactured in local plants? Could any of these be made in whole or part in your community? (For example, could you make electronics components for assembly elsewhere, or ski billets to be finished in Norway, or rough castings to be finished somewhere else?)

4. What is your retail market area?
   a. What is the population of this area?
   b. What kinds of commercial establishments serve the area?
   c. What other towns pull business from your area? Why?
5. What is your wholesale market area?
   a. Who competes for it (national or local firms)?
   b. What are the major items distributed?
   c. What warehouses are in the area? What manufacturers' agents?
6. What is the per capita income of your area? At what rate is it increasing or decreasing?

Electric Power

Bringing a new industry to your town will mean increased electric power consumption, Sometimes, where certain chemical, metallurgical, welding, or other processes are involved, the power requirement may be quite large and your prospect's major concern may be the ability of the local substation to meet this demand. To other industries, the availability of an adequate supply of low-cost electric current will be essential, while to still others, dependability of service will be vital. In some types of industrial processing--rayon fibers, blood plasma, electro-smelting, etc., interruptions of power service even for periods of a few minutes can be costly, and to assure uninterrupted service, such industries will prefer communities affording multiple-line power service.

For any preliminary negotiations, your committee should know local industrial power rates, any planned changes in rates or service, policy of the power supplier in extending service to industrial sites, and ability of the local substation to meet the demand for additional power.

In the later stages of negotiations with prospects, and especially those having large power demands, numerous technical problems of service and installation can arise. Your committee should refer these problems to the manager or other local representative of the electric utility system serving the area, regardless of whether or not he is a member of the industrial development committee.

The following questions outline what your committee should know on the local power situation:

1. What is the source of electricity (city, REA, private utility)?

2. What are the industrial power rates? Is any change in these rate schedules anticipated in the next few years?

3. How much excess capacity does the present substation have during peak load periods?

4. Are interruptions of service common? If so, what is the average length of power shut-down? Is your city served by loop or multiple transmission lines so that chance of power failures from storms is minimized? (Explain.)

5. What is the policy of your utility in extending service lines to new industry inside the city? Outside the city?

6. How do local industrial rates compare with rates in other areas (basing calculations on assumed demand and load factors and operational schedule)?

7. Are there any proposed developments in the area that will change or modify the present power situation?

Fuels

Fuels, in more or less volume, are required by practically all industries (excepting only those solely dependent upon electricity). In Georgia, the three principal industrial fuels are coal, natural gas and fuel oil. For your purpose, however, the most significant fact is that certain industries require particular fuels; for example, natural gas is the preferred fuel of ceramic plants. Consequently, the more specific your information about available fuels, the better prepared you will be to negotiate with various prospects. If you do not now have one of the natural fuels discussed below--particularly gas--you may want to make this one of the high-priority items on your local program.

Gas

Natural gas is available in more than 100 Georgia cities and towns, served by three major pipelines. Local service is largely through private or municipally owned systems.

Your committee should be prepared to quote the industrial rates, know the B.T.U. content of the gas and be able to indicate definitely the availability of supply and policy on extension of service mains to industrial sites. In most instances, rate schedules are quoted on firm and interruptible bases, the latter affording lower rates but allowing the gas supply to be shut off during periods of peak demand, such as in excessively cold spells. Some of your prospects may have demands for natural gas in large volume--a million cubic feet

or so daily, beyond the capacity of the local system. Therefore, your committee should ascertain from local gas utility officials the available firm supply in excess of normal peak demand.

If the prospect's gas demand is sufficiently large and cannot be met by the present city system, you may possibly be able to obtain an additional allotment of gas from the pipeline serving your community or, possibly, the pipeline company can serve the industry directly by construction of a service lateral to the site. The latter procedure, however, requires State and Federal approval and is too expensive except for sizeable loads. Consequently, do not assume that just because it is at or near your industrial site a pipeline can be tapped for any needed gas supply.

You should have the answers to the following questions:

1. Does your city have natural or manufactured gas available? Is the distribution system municipally or privately owned? If the latter, by what company?

2. What are the "firm" industrial rates? If interruptible rates are quoted, what are they?

3. What is the B.T.U. rating? Cost per therm (100,000 B.T.U.)?

4. If you have natural gas, what is the allotment for your system? How much excess supply do you have during peak demand periods? How frequently and for how long is it necessary, during winter months, to interrupt service to industrial customers who have interruptible service?

5. What pipeline brings natural gas to your city?

6. Can nearby areas be supplied from your system? What is the policy for extending service to sites inside the city limits? Outside the city limits?

7. Are rates likely to be increased in the next few years?

Coal

Coal still meets approximately one-third of Georgia industries' fuel requirements. These coal-using industries are economically supplied by mines in North Georgia and in Alabama, Tennessee, Kentucky and Virginia. Industrial coal ordinarily is marketed under a 1 1/4 to 2-inch classification, and your committee should know the source, availability, and locally delivered per-ton price of this and other industrial coals in carload or truckload lots.

These questions will help you develop such information:

1. In what grades and size classifications are industrial coals available? What is the analysis of each (B.T.U., ash, sulfur, etc.)?

2. From what mining areas (Georgia, Tennessee, Alabama, Kentucky, Virginia) do your local industries obtain their coal supplies? What is the delivered price per-ton in carload or truckload lots?

3. What is the cost per therm (100,000 B.T.U.) of each coal?

4. What facilities are available for bulk handling and storage?

5. Is industrial coal deliverable locally at costs competitive with other fuels? With those of other areas? (This requires knowledge of supply sources, grades, volume consumed, and freight rates.)

6. Does your city have a "smoke abatement" ordinance? What are its restrictions?

Oil

Industrial fuel and heating oils move into Georgia by both pipeline and tanker, thus giving economical inland delivery to industrial customers by truck or tank car. These oils, of which No. 6 (Bunker C) is most predominant in industrial use, constitute about 10 per cent of the industrial fuels used annually in the State. Your committee should obtain delivered per-gallon prices, in tank car or other sizeable quantities, on Bunker C and other industrial oils. Periodic check with your local distributor will be necessary to maintain up-to-date quotations.

Replies to the questions below should be secured by your committee:

1. What are the sources of fuel oils in your city? What types are available? What are their B.T.U. contents?

2. What is the cost per therm (100,000 B.T.U.) of each type of oil, based on volume shipments?

3. How do these oils move into your area? Are their delivered costs competitive with other areas?

4. What bulk storage facilities are available? Would local distributors expand these facilities to service large industrial users?

General

1. Are your established industries satisfied with present fuel costs?

2. If primary steam can be purchased locally, through what facilities and under what conditions can it be obtained?

Water

Water can be your most important resource, especially if you have it in large volume and of the quality needed by certain process industries, notably chemicals. At the least, you can expect that an ample supply of good water will interest most firms. The growing water shortage in some sections of the country is likely to put Georgia communities with a plentiful supply in an increasingly advantageous position.

For industrial projects using water mainly for plant sanitation purposes, your committee will be concerned with problems of supply from the municipal system, including excess of capacity over consumption, size, location, and extension of mains, system pressure, and rate schedules, Because of air conditioning or certain processing needs, water temperatures at various seasons will be wanted.

Water problems become more complex as the sizes of projects increase, for some industries will require daily several million gallons of water that must meet exacting temperature and chemical requirements. Usually these larger industries prefer to develop independent water supplies from creeks, rivers, wells, springs, and other sources. Your committee, therefore, should obtain stream-flow and well records and chemical and temperature data for all prospective sources of supply in the area. Sites selected with the view of developing private water supplies should be as close as possible to the stream source and preferably within a mile of it.

The questions below indicate the data you need to assemble on water:

1. What is the source of your city water supply?

2. What is the average daily consumption of water? Has it been increasing over the past 10 years? If so, at what rate?

3. What is the seasonal variation in your city's demand for water?

4. Have chemical and bacterial analyses been made of the water? Does it meet State health standards?

5. What is the pressure maintained in the city water mains?

6. How much water-pumping and/or filtration capacity is there in excess of current maximum summer needs?

7. Since your city system can deliver to new industries only the amount of water in excess of maximum consumption, is your city ready to expand its waterworks to meet greater future demands?

8. What type of treatment is used, and what degree of hardness does the treated water have?

9. What kind of storage facilities are used and what is their capacity?

10. If municipal water is available for industrial uses, what are the rates?

11. Will drilled wells yield water in volume on or near land suitable for industrial development? If so, what is the average depth to water-bearing horizons in wells already in these areas?

12. What is the maximum pumping capacity of these wells? Is there a seasonal variation in the yield of the present wells? What is the minimum yield and its duration?

13. What is the temperature of these well waters? Are these data based on U. S. Geological Survey or State Survey observations? What is the length of the observation records?

14. What have been the changes in ground water levels over the past decade?

15. If your city water supply comes from a stream or one is available for industrial development, indicate:

a. average daily flow in gallons per minute;*

b. minimum flow in gallons per minute and duration or period;

c. temperatures in summer months

d. chemical analysis variation, annual and month-to-month;

e. lengths of flow and temperature records.

Sewerage and Waste Disposal

The lack of facilities to take care of additional sewage is a problem that all too frequently confronts towns seeking new industry. Even the smallest of industrial plants have sewage, and some prospects will not consider your town if there is no sewage disposal system. Unless you are prepared to expand your present disposal system, you may be unable to accommodate plants that discharge considerable amounts of effluent. Or, you may find that the wastes may contain such high percentages of solids, chemicals, or other materials as to make impracticable their disposal through your municipal system.

Plants beyond the city limits may be served by extension of city sewers, provided the distance is not too great and your municipality's policy permits,

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*Stream flow records commonly are expressed in terms of "cubic feet per seconds" or "cfs." To convert to millions of gallons per day, multiply the number of cfs by 0.646. Example: 160 cfs $\times$ 0.646 = 103,000,000 gpd.

but where located outside the range of city sewerage, they will have to provide for their own waste disposal. Any of these situations can create distinct disposal problems.

Waste disposal problems will vary with the type of industry as well as with the location and method of disposal, and local committees cannot be expected to handle the highly technical details that may be involved. This is especially true where large volumes of waste from chemical or other processing operations are produced and must be discharged into a stream. Such disposal comes under the State Water Quality Control Commission's regulations and involves special investigation as to (1) downstream usage of the water, (2) present quality conditions of the receiving stream, and (3) treatment of the anticipated waste to maintain the quality requirements of the stream. It is suggested that, where such private waste disposal problems arise during the initial exploratory stage of plant site investigations, the Water Quality Control staff of the Georgia State Department of Health be consulted, as this can save much time and possible embarrassment for your prospect and your committee.

In any event, it is essential that your committee know the extent to which the capacity of your present disposal system is being used. The questions below will help in further evaluating your present situation.

1. Does your town have a sewage disposal system? Does it include a treatment plant? What type of treatment is used?

2. How much of your city is included in the system? Does it serve residents outside the city? For what distance and on what basis is that service extended?

3. Are both sewage and run-off (rain) channeled through the same system or is there a separate system for run-off?

4. What is the maximum daily flowage capacity of the present disposal system? What is the capacity of the treatment plant, if there is one? The present daily average flowage? What unused capacity is available for industry in the sewer system? In the treatment plant?

5. What restrictions as to type and volume of effluent are imposed on industries using the municipal system?

6. Who are the present large-scale users of the municipal system? Do they pay for this use? If so, what are the rates?

7. If you have a treatment plant, does it meet requirements of the State Water Control Commission? Does the city have plans for increasing the plant's capacity? Would this require construction of new plant facilities?

8. Are there any industries not using the municipal system? If so, are they required to treat industrial wastes and under what regulations must they operate? Do these controls extend beyond the city limits?

9. What methods of garbage disposal are used by the city? What provisions are there for handling industrial garbage or solid wastes?

10. Does the city have a sanitation code? What are its provisions?

Transportation

Industry in Georgia has available four modes of transportation: railroads, motor transport, airlines, and waterways, including ocean shipping. To most industrial concerns, the quick and efficient distribution of their products is of prime concern, as is dependable inbound service on raw materials and supplies.

The larger manufacturing plants normally require access to both rail and motor truck services. Some types of industry, on the other hand, depend largely or entirely on motor truck haulage, even though operating on sizable scales. This is especially so where products are light in weight, small and/or of high value. Air freight also is increasingly being used for such shipments, and many firms are insistent on plant locations that permit ready access to airports, both for air freight services and for executive personnel travel. Ordinarily, water freight shipments by barge or freighter are limited mainly to movements of heavy and/or bulky raw materials or finished products.

Transportation is one of the chief determinants in the location of industry, and development groups fortunate enough to be able to offer all four of the above modes of transportation have an exceptional resource to offer. However, much care must be exercised in selecting sites to insure proper access to transportation facilities, and your committee should carefully study the recommendations included in the section on "Sites."

The following questions will help develop other essential information on your transportation factor:

Trucking

1. How many trucking firms serve your city? Which are interstate common carriers? Which are intrastate common or contract carriers? Do you have a list of their names? (If not, prepare such a list with information on each.) What do local shippers think of their services?

2. Do both local and interstate carriers have freight terminals in your city?

3. To what major cities is overnight service offered? Does this include both truckload ("TL") and less-than-truckload ("LTL") shipments? Is there pick-up and delivery service? How many are "on call?"

4. What are the rates and schedules of each firm? (Obtain TL and LTL rates on several common commodities to a number of the nation's principal market centers.)

5. Will present trucking firms expand to meet increased industrial demands for more service? Would sites for new terminals and other needed facilities--streets, utility services, etc.--be available?

6. Is your area served by a Railway Express Agency office? Does it give pick-up and delivery service?

Railroads

1. What railroads serve your city? Are they main line or branch? For each line, give number and schedule of daily freight and passenger trains.

2. What are the shipping times from your city to major national market centers on carload shipments? Less-than-carload shipments? Are "package car" and "trap car" services available? What trans-shipments are necessary to reach these markets? (List centers and shipping times.)

3. How do freight rates to these market centers compare with those from competitive cities in your region? (Obtain commodity rates on several products--preferably manufactured items--produced both in your city and in competitive cities. Tabulate so that the rates are readily comparable.)

4. Are existing firms satisfied with present rates and services?

5. Does the railroad offer "piggy-back" service to the trucking companies?

6. Do your industrial sites have rail service? If not, can it be provided? Would the lead track enter the front, rear, or sides of the tract to serve the factory building? Are your sites within the switching limits? Within reciprocal switching limits, if there is more than one railroad?

Airlines

1. Does your city have an airport? Is it private or municipal? What is its CAA classification? Are runways paved? What are their lengths?

2. Do you have commercial airline service? By what line(s)? What are the daily flight schedules?

3. Is air freight service available? If not, could the city provide terminal facilities for such service?

4. Is charter air service available? If not, what is the nearest city where it is obtainable?

5. Does your local airport provide private plane facilities and services (hangar space, fuels, parts, maintenance, etc.)?

6. If your city does not have airline service, what are the location, distance, and approximate driving time to the nearest airport with scheduled flight service?

Highways

1. Are State and Federal highways through your city well marked? In good condition? Capable of taking increased traffic?

2. If you have industrial districts, do they have ready access to the major highway routes? Are service roads located adjacent to highways with a good system for both entrance and exit?

3. Will the new federal highway program include any of the highways presently passing through or near the city (not over 20 miles distant)?

4. Have provisions been made for widening highways? (Have rights-of-way been acquired to permit street widening when traffic exceeds the present street capacities?)

5. Are by-passes or limited-access roads planned or in operation?

Public Transportation

1. Does a local bus or transit company operate within your city?

2. Is suburban bus service available to workers living outside the city limits and/or in nearby towns?

3. What are the schedules and rates of these bus services?

4. Are present services adequate? Can they be expanded readily to serve new industrial plants?

5. How many taxi companies hold city franchises?

Bus Lines

1. What bus lines serve your area? What are their schedules? Is the bus terminal clean and modern?

2. Do buses give parcel delivery service?

Water

1. Is any kind of water transportation available to your city? If so what barge or steamship lines serve the city? Which are common carriers?

2. Are there public dock and terminal facilities?

3. Does the water transportation connect with rail and highway transportation?

4. How do the all-water rates compare with rail rates? Truck rates? Are there established combination rail-water, truck-water rates? (Rates should be obtained on specific commodities for which there are published tariffs for all three types of carriers.)

Pipelines

1. Is your area served by natural gas or petroleum products pipelines? If not, are there any applications for such service pending before the Federal Power Commission? (See "Fuels.")

Communications

The telephone and telegraph are essential tools of modern business. Many firms, particularly those with branch operations, rely largely on long-distance telephones to transact much of their daily business and rely on teletype to complete all order and shipment transactions. Monthly telephone-telegraph bills not uncommonly equal or exceed electric power bills in some companies. Even in more routine transactions, letters and inter-office memoranda and reports are regularly dispatched by air mail. It is evident, therefore, that industrial prospects generally put communications well up on their list of required services.

The following questions will aid you in appraising the caliber of these services in your community:

1. What is the name of your telephone company? Is it an independent?
2. Is the system all dial or is it manually operated?
3. How many long-distance toll circuits serve the local exchange(s)?
4. Are any teletype machines operated locally?
5. Is your telegraph service through uptown offices or at the railroad station office? What hours of service are maintained for acceptance and delivery of messages?
6. What class is your post office? Is there carrier service? How many deliveries daily to business and industrial firms?
7. How many in-coming mails are there daily? Is there direct air mail service from your community?

Fire Protection

Protection of investments in plant and equipment, safety of workers and of their families, and the insurance rates they pay are factors which make fire protection a matter of specific importance to an industrialist.

While the insurance rating of your community is indicative of the kind of protection to be expected, there are numerous points on services and policy with which your prospect will be concerned. If his plant is to be located outside the city limits, he will want to know the basis for extending protection to his operations and what his rate would be. At any selected site, the available pressure in the water mains must be determined, for if it is below fire underwriters standards, a standpipe would have to be constructed by the prospect to give sprinkler protection to his plant. Also, in the construction of the plant itself, requirements of the local fire code must be met in respect to materials, fire walls, etc.

Critical examination of your present fire protection system, therefore, should be a part of any appraisal of community resources. These questions are pertinent?

1. How many fire stations are there in your city? Where are they located? (Show on map.)

2. What types of equipment does the city have (pumps, ladder trucks, chemicals, etc.)? Is it relatively new or in good condition?

3. How many full-time firemen are employed? How many volunteers? What special training in fire fighting has either group had?

4. Do you have a city-wide fire alarm system?

5. What excess storage capacity, above normal daily average demand, does your water system have? How many hours would this surplus last in the event of a major fire?

6. Is the water system gravitational or does it use pumps? What pressure is maintained?

7. What are the provisions of the local fire code?

8. Is fire protection extended to industrial plants outside the city limits on a contract or other basis? What are the rates or special provisions?

9. What is the insurance rating given the city? To industrial districts? Have plans been made for improvement of the system that will result in higher ratings for certain areas of the city?

10. What is the maximum distance from a building to a fire hydrant?

11. How often are the pumps, hydrants, etc. tested?

12. How many fire alarms, on the average, are answered each month? Over the past decade, how many major fires have occurred? How much damage was done?

Police Protection

The adequacy of your police force concerns any industrialist whom you may attempt to locate in your community, both in his role as a businessman and as a citizen. An inefficient, underpaid or corrupt police force--or one which is simply too small or too poorly equipped to do its job--will be a handicap to your program. The prospective industrialist seeks protection for both his plant and his home.

In the course of daily operations, the local police force should be able to provide proper traffic direction during shift changes or during the morning and evening hours when workers are coming and going from the plant. Equally important is the protection that can be given the plant at night or

other periods of closure by periodic check of the "prowl car" or in response to watchman or automatic alarms.

If the plant is outside city limits, this extension of protection by contract or other agreement with the city police department or county sheriff's office could be a decisive factor. In some areas, prospects may be especially concerned as to the attitude of local law enforcement agencies in case of strikes or other labor unrest. Inefficient, inadequate, or indifferent protection at such times could be costly to a manufacturer. To a no less important degree does your prospect expect protection of his home, his family, and those of his workers. Determine, therefore:

1. How many full-time policemen are employed? Have they received any specialized training in police work (such as F.B.I. short courses)?

2. How many police cars and motorcycles are owned by the city? What type of radio equipment do they have? What crime detection facilities are available?

3. What is the ratio of policemen to population?

4. What services are rendered to industry by the police department (such as traffic direction at shift time)?

5. Is police protection on a contract basis available to industry outside the city limits? What are the rates?

6. What has been the city's crime record over the past 10 years? Has crime been increasing or decreasing? What are the most frequent types of arrest?

7. How many traffic accidents were investigated in the past year? What per cent were major? How does this compare with previous years?

8. At what locations or places (intersections, curves, etc.) do most of the accidents occur? (Show on map.)

9. Does the department employ policewomen? What are their duties?

10. When school is in session, does the department hire additional personnel to assist children in crossing busy intersections?

Medical, Hospital and Public Health Facilities

The average manufacturing plant is not large enough to have in-plant clinics and consequently must depend upon local hospital services for emergency treatment of employees. Answers to the following questions not only will provide your prospect some measure of these emergency services, but also will indicate the adequacy of these local facilities for general health

services to his employees. Modern hospitals and relatively high percentages of medical and dental specialists in your community are reflections of local prosperity and progressiveness.

Check your community's health services by these questions:

1. How many hospitals does your community have? How many are privately operated? (If yours does not have a hospital, indicate the number of miles to and location of the nearest one.)

2. How many beds does each have?

3. How many resident physicians? Resident nurses?

4. What facilities are there for treating "out-patients" (those who do not stay overnight)?

5. What ambulance service is available?

6. What special equipment and medical treatment services are available (X-ray, physiotherapy, iron lungs, etc.)?

7. What is the health record of the community (incidence of communicable diseases, etc.)?

8. How many doctors and dentists are there in your community? How many are recognized specialists?

9. What clinics or other public health facilities do you have?

Educational and Training Facilities

Schools are one of the top secondary factors considered in any plant location survey. Your grammar and high schools will be of especial concern to any management officials, with families, that expect to live in your town. Most of them know that schools in the South, on the whole, have lagged behind the rest of the nation; they therefore will want to know how good an education their children--or their employees' children--will receive. To management generally, good schools will be assurance of a continuing supply of high school graduates suitable for recruitment into the new local plant.

If your town is fortunate enough to have or be near a college, university or other institution of higher learning, you have a particularly valuable asset. Many companies today, in their efforts to recruit engineers and other technical personnel in tight supply, offer the opportunity to such persons to continue graduate training, often at company expense. This has been especially true of certain industries in the electronics field. As a consequence, when these companies make a new plant location survey, they specify that any site to be considered must be within easy commuting distance of a university

where their junior engineers can continue graduate studies. These and other types of industry find local colleges or universities to be fruitful sources for recruitment of technical or administrative personnel. Often, through arrangement with local educational institutions, special training courses can be established for employees of newly located industries.

Your committee also should know about the vocational training services offered through your local schools, since many of your prospects will be interested in this. Under cooperative agreements between the State Vocational Education Department and industry, local school officials can provide the building and related services while industry provides the equipment (on loan) and materials required. Instructors are employed and paid jointly by state and local school boards. Training courses may range from four weeks to six months, with no guarantee of employment to excess trainees.

Answers to the following questions will help you evaluate your educational facilities and needs:

1. How many elementary, secondary, and vocational schools do you have? How many students are there per teacher?

2. How do local schools compare with the State, the Southeast, and the U. S. on such items as (1) per cent of teachers with college degrees; (2) teachers' salaries; and (3) expenditures per pupil?

3. What are the nearest junior colleges, colleges, and/or universities? How far away is each?

4. About how many graduate from your high school(s) each year? What percentage of these go on to college? What percentage obtain degrees?

5. Do your local high school graduates encounter any difficulties in applying for admission to a college or in doing college work?

6. Is there a local vocational training program? Does it have the support of local manufacturers generally?

7. What courses are offered? What special equipment or facilities are available?

8. Is there an excess of trainees over the needs of local industry?

9. Does your community offer other opportunities for adult training? If so, what types of program are offered?

Community Appearance

The way a city or town looks to an industrial prospect can be a definite factor in his final decision. While plant locations are selected

primarily on the basis of economic factors, the physical appearance of a community consciously or unconsciously influences a prospect. All too often it has discouraged prospects from even stopping to make a detailed appraisal of a community's various assets.

The physical appearance of a community reflects local civic leadership and the general attitude of the people themselves. Too few communities seem to appreciate the tremendous value of a reputation for being a progressive city or town. In seeking industry, there is no better asset than to be tagged as "a good place to live."

How do you think a prospect would react to the appearance of your community? (To obtain an objective answer, you probably will have to ask non-residents, since residents have difficulty in being unbiased on questions of this kind.) To help answer this basic question, you will need answers to these additional questions:

1. Are public buildings attractive and in good repair?

2. Do your downtown stores and shops have modern fronts? Are windows washed regularly?

3. Are streets smoothly paved, well drained and clean? Are they swept and/or washed regularly? Do all streets have name signs?

4. Are homes and yards attractive and well kept?

5. Do crowded streets leave the impression that traffic is poorly controlled and parking facilities inadequate?

6. Are vacant lots (and stores, if any) full of trash and ill kept?

7. Do you have any slums? If so, is an urban renewal project underway or under consideration*?

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* NOTE: Have you read the Georgia Power Company's Planning Manual for Community Development? If not, have someone on your committee report on its contents at your next meeting.

Hotels, Motels and Restaurants

Like many other facets of your community, hotels, motels, and restaurants are of considerable secondary importance to any prospect who may investigate your town. He will view them in respect to his future need for accommodations and entertainment of visitors, home-office officials, salesmen, and others. You, therefore, should evaluate these facilities in terms of the impressions they are likely to leave with someone accustomed to "the best." The following questions will help you in this evaluation, but you may need the opinions

of a nonresident to obtain the proper objectivity on questions 7 and 8:

1. How many hotels and motels does your community have? How many are recommended by the American Automobile Association or are members of national hotel or motel associations?

2. Of these, how many are air-conditioned? Completely or partially?

3. How many are new or recently re-decorated?

4. How many have private baths and modern plumbing?

5. How many have excellent conference facilities? Capacities of the conference rooms?

6. How many restaurants or cafeterias are there in town? How many are State Grade A and/or recommended by AAA? Air-conditioned?

7. How many serve excellent food?

8. How many are attractively decorated, quiet, and give excellent service? Do they have dance floors and floor shows?

9. Which have banquet facilities? For how many persons?

Recreational Facilities

Adequate recreational facilities for the people of your town will be counted as a "plus factor" by almost any industrial prospect, since both he and his employees will want similar opportunities for off-the-job relaxation and entertainment. Plant executives personally want the opportunity to play golf, hunt, fish, or otherwise spend their leisure time in some out-of-door sport. They especially like to have access to a country club, with its advantages for social entertaining as well as golf, tennis, swimming and other sports.

Modern management also recognizes that its employees must be kept happy and healthy, and the larger industrial corporations often spend freely in providing athletic fields, swimming pools, club houses and other sport and recreational facilities. Smaller companies, however, cannot provide all of these facilities and, consequently, will prefer to locate in communities which have well-developed recreational facilities or have a well-planned program for near-future development.

Despite the importance of recreational facilities, you should not overemphasize them to a prospect. Remember they are really of secondary importance and, even though you may have the best country club in the area or the best hunting or fishing in the State of Georgia, if you can't meet the primary requirements of your prospect, he simply has to scratch your town off his list.

On the other hand, if your present facilities are not up to par, plans for their improvement certainly should be studied. These questions will help you check on their status:

1. What public facilities for swimming, boating, baseball, golf, tennis, bowling, picnicking and similar activities are available in or near your community?

2. Do you have a country club and/or other private facilities for dining, dancing, and similar social entertainment and for such recreational activities as golf, tennis, and swimming? What are membership requirements?

3. What fishing and hunting facilities are available to the public?

4. What parks and playgrounds do you have? Is their size adequate (1 acre to 100 persons)? Do they have desired recreational facilities? Drinking fountains and toilets?

5. How many movie theaters are there? How many are "first-run" houses? Is there a "Little Theater" group or community playhouse?

6. What orchestral, choral, or other "cultural" activities are there?

7. Are there plans for additional recreational facilities?

8. What activities do church groups sponsor?

9. What recreational facilities are there for the colored people of your town?

Government

Your city and county government officials not only should be kept fully informed on your industrial development program but should be represented on your working committees. In most instances, their active support will be essential to the success of your program, since they alone can make important binding decisions on new streets or roads, extension of water mains and sewers, and other municipal or county services a new industry may need.

Similarly, the character and effectiveness of your city and county governments are likely to be considered by industrial prospects as specific indicators of the suitability of your town for their new plant operations. To most manufacturers, this factor of community government is largely measurable by a realistic appraisal of local uses of tax revenues. Not only does the industrial prospect seek assurance of tax treatment equal to that given established manufacturers, but he also wants to know the community's ability and intention to live within its means. The ideal community is one able to keep debt to a minimum and finances solvent and yet not neglect services to its citizens,

which eventually would include the new industry and its employees. Nevertheless, it is recognized that such public services--schools, utilities, streets, police and fire protection--involve considerable expenditures of tax revenues, and whether or not these services are well-managed and efficient will be of more importance to industrial managements than the amounts of money being spent for them.

In short, businessmen, from their own experience, seek a "businesslike town," for they know how essential to the future growth of a community is proper planning if tax revenues are to produce the maximum in public services, recreational facilities, and other municipal and county conveniences and necessities. From the future plans of your community, your prospect obtains a definite measure of civic progressiveness. Consequently, these questions should be carefully answered.

1. What is the form of government of your city? County?

2. Have they been modified in recent years? Are any changes planned?

3. Are they both favorable to your industrial development program?

4. Have your city limits been extended in conformity with the growth of your area? If so, has extension of municipal services to such newly incorporated sections been reasonably prompt and complete?

5. For what taxes and licenses is a new plant liable? (Outline each)

   a. City
   b. County
   c. State

6. What is the basis for assessment? Percentage of assessment to real value? In city? In county?

7. What is the history of tax legislation?

8. What is the total city debt? How much of this is in revenue issues? Per capita indebtedness?

9. What is the total county debt? How much of this is in revenue issues? Per capita indebtedness?

10. What share of the tax digest is borne:

   a. by industry?
   b. by public utilities?
   c. by residences?
   d. by commercial establishments?

11. What provisions (if any), have been made to allow you to make specific committments to an organization regarding assessments?

Housing

Lack of adequate housing, blighted areas, and unrestricted residential and commercial construction can be serious handicaps to your industrial development program. Well-kept homes in properly planned and zoned subdivisions, modern shopping centers, and forward-looking plans for the future will assure your prospect of your community's progressiveness.

Adequate housing for both management and production personnel is a chief concern of most industries planning new plant operations. Your prospect may even require explicit assurance on this point before the community will receive serious consideration.

One of your committee, preferably a realtor, should keep check on all houses available for rent or purchase in the community. These listings should be kept up to date, with appropriate notation as to ownership or agents and rental or sales terms. Rental apartments and hotel accommodations should be similarly listed. Check these questions to see how your town stands:

1. How many houses are available for rent in your community? Apartment units? What are the sizes and rental ranges of each?

2. Are single-family houses being built in the area? In what price range? What are the prices per square foot? In what sections of the city are they being built?

3. Are there any real estate developments or sub-divisions that would attract executive and management personnel?

4. Is housing in your city well maintained and generally attractive? If you do have low-quality or poorly-kept housing, in what section(s) is it? Are there any specific plans for improving these sections?

5. What building codes apply to various types of housing in your community?

6. What kind of zoning regulations do you have? Are the areas best suited for residential development already zoned?

7. Does your city provide regular garbage collection in the residential area?

Retail Stores

The appearance of your downtown shopping area will tell the experienced investigator a lot about your town. As one well-known manufacturer has said, that unscientific stroll around the downtown area has often been the decisive factor in selecting or passing up communities as plant locations. If yours

is a town where the store fronts are mid-Victorian, in need of paint and repair, windows unwashed or greasy, and with interiors to match, then you've got a lot to do before your prospect gets to town. Think about where you stand in relation to some of your competitor towns that have new, sparkling store fronts, plus the advantages of modern interiors and advanced retailing displays and methods, including supermarkets and suburban shopping centers.

Companies considering new locations sometimes send their employees or investigators (or their wives) shopping in local stores to determine the attitudes of local people toward strangers and toward new firms. One investigator, eating in a local cafe in one southern city (not in Georgia), asked the waitress what she thought of the town. "Mister," she said, "it's so dead, all it needs now is burying!" The impression this statement made can be easily imagined. Since such casual contacts can strongly influence a prospect, it is obvious your merchants and their employees can play an important role in your development program.

Questions you should consider are:

1. Are the store fronts in your town generally modern, attractive, an well maintained? Are display windows regularly washed?

2. Are the interiors of your retail stores well laid out, with modern fixtures, and are their wares displayed attractively? How many are air-conditioned?

3. Do your retail stores and shops offer a wide variety of goods and services?

4. How many new suburban shopping centers have been built in the past five years?

5. Have your downtown merchants provided adequate off-street parking for their customers?

6. Are your merchants and their clerks friendly, courteous, and helpful?

7. Are your merchants interested in providing service?

Banking

The banking facilities of your community will be checked by industrial prospects mainly on two points: (1) their ability to handle payrolls and other day-to-day financial business generated by the new operation, and (2) inventory loans and other short-term credit extensions. While your committee probably will be able to provide adequate information on the first point, it is well that they seek to determine the attitude of local bankers toward

making loans to new industry and, also, their limits and conditions on such loans, especially where correspondent bank participation might meet the borrowing requirements of even the largest firms.

Some of the State's larger banking institutions have industrial departments that can provide inva u ble technical assistance, and your committee will find it profitable to keep close contact with those banks if they serve your area.

Your committee should be informed on t e following questions:

1. What banks serve your community? What are their assets? Capital? Which are members of the Federal Reserve System?

2. Do they normally engage in industrial financing, such as inventory loans? What would be the maximum loan that a manufacturer might obtain for operation purposes from a single bank? Under what conditions could it be secured? What might be obtained through corresponde t bank participation?

3. What are the names of the non-par banks in your community? How many are State banks? Which are FDIC members?

4. Which ones are affiliate banks? With which Federal Reserve Bank are they affiliated? Which ones are chain banks?

5. Which banks are independent? What correspondent affiliation do they have with other banks in Georgia or in the South?

6. Are there saving banks, savings and loan associations, and/or other mortgage-loan organizations in your community? What are their assets? Their capitalization?

Churches

Your churches may be simply one of many factors of secondary interest to a prospect, or they can be a decisive factor in a location decision. To one prospect who recently investigated southern locations, beauty of design, modernity, and physical maintenance of the local churches were key standards for appraising each city's civic pride and progressiveness. Quite often there is distinct preference for locations where the prospect's own religious denomination is outstanding, or at least represented. Information about your churches, therefore, should be a part of your audit. These questions will guide you:

1. What denominations are represented in your community by churches or other places of worship?

2. How many members does each church have?

3. How far away are places of worship for other denominations

4. What educational, social, or other activities does each church regularly sponsor?

Libraries

Your local library, to some prospects, will be significant either as one of several measures of the "cultural" aspects of your community or as a means of furthering the education of their employees. If, in this latter case, your library happens to have an excellent technical collection, you have a basic asset that will appeal strongly to the prospective manufacturer who plans to establish a training program for his workers. Some libraries have business reference sections, with special collections of trade, business, and financial publications, that the manufacturers of a community find valuable as a source of information to meet various day-to-day business questions. Should your library have this, do not fail to include it in your audit.

The following questions will be helpful in evaluating your library facilities:

1. Does your city have a public library? If not, is there a deposit service, bookmobile, or quasi-public library?

2. If you have a public library, how many volumes are in its collection? How does this number compare with libraries in other communities of comparable size? With your competitors? Is there any special collection of technical periodicals, books, and related publications? On what subjects principally?

3. What equipment does the public library have that would be of service to industry, such as photostat and microfilm?

4. Does the public library maintain a business reference section or service?

5. What community activities does the public library sponsor or assist with? Are meeting rooms provided for civic groups?

6. Does the public library provide adult education?

7. If your city does not have a public library, what is the local attitude toward getting one?

8. How well equipped are the libraries in the elementary schools? High schools?

Streets

Streets are important because of the initial impression they may give your prospect, as well as being essential to the transportation of raw materials

and finished products of any plant he may locate in your community. If your streets are well paved and curbed, clean, and traffic is orderly, the prospect is certain to view these as a favorable sign of civic progressiveness. On the other hand, if yours is an average Georgia community, there are likely to be both short-run and long-range tasks to be undertaken to improve your street situation. These questions, and perhaps others, should be asked

1. Is there an overall street plan for the city? For the metropolitan area?

2. How many miles of streets are paved? Hard-surface gravel? Improved? What per cent of total miles is in each type?

3. To what extent have curbs, gutters, and sidewalks been provided in the city? Are these both adequate and attractive? What are the subdivision requirements on these inside city limits? Outside the city limits?

4. Are all streets well marked so that street names can be easily seen and read?

5. What long-range plan does the city have for paving and maintaining streets?

6. How many "dead end" streets are there in the city? Can these be eliminated by extensions to connect with other streets?

7. Does the present street system provide for adequate flow of traffic within and between neighborhoods, between neighborhoods and business districts and industrial areas, and between those districts and areas? If not, what problem areas do you have?

Physical Environment

Climate and geography are probably two of Georgia's most misunderstood and poorly exploited resources. Many northerners would be amazed to learn the facts about your climate, and most would be surprised to know details on the State's three distinct geographic regions. So, any data you can summarize that will give a correct picture of these factors should be helpful in correspondence or in personal discussions with prospects.

The climatic factor is of direct interest to most manufacturers in respect both to plant construction and maintenance costs and to operating schedules. It is obvious, therefore, that Georgia's climate, generally mild the year round, offers to industry a major attraction in lower construction costs, economies in heating fuel, and practically no work stoppage or shipment delays

due to winter ice or snow storms In addition, the workers and their families have more pleasant working and living conditions. To certain manufacturers, humidity is of prime concern in some finishing operations and, to industry generally, it is of interest because of worker comfort.

Georgia has three geographic sections--mountainous North Georgia, the Piedmont Plateau, and the Coastal Plain. Reflecting in part the topographic situation, these sections range from sea-level along the Atlantic coast to nearly 5,000 feet elevation in the mountainous northern section. In each of these sections, climatic conditions vary with the topography. It is apparent, therefore, that any data you compile on your section should properly present these climatic and topographic relationships. The following questions are indicative of the data and information needed for such compilation:

1. In what section of the State are you located (North Georgia, Piedmont Plateau, Coastal Plain)? What is the range in altitude? Average altitude in your immediate area?

2. What kind of terrain does your community have?

3. What is the average maximum temperature for July. The record maximum and duration? The average night temperature for July?

4. What is the average humidity at noon for July? Average at night?

5. What is the average day temperature for January? The record minimum and duration?

6. What is the average annual rainfall? Average for each month of the year?

7. How often do you have snow or ice? What is the usual duration of such conditions?

8. What is the frequency of severe windstorms? Tornadoes? What damage have they done to property? To communications? During what months do the heaviest windstorms occur?

9. What is the prevailing wind direction during each season?

10. What is the history of drought? Of flooding?

11. Are there opportunities for establishing additional parks, game preserves, or tourist attractions?

Business Climate

"Business climate" has been defined as "the net result of all outside conditions affecting the cost and ease of operating a business in a truly rewarding way in your community."[1/]

These outside conditions may be political, economic, or social. Their origins may be at the local, state or national level. They may be as tangible as tax rates or an intangible as general community attitude toward business or industry.

But whatever their character or wherever displayed, these outside conditions affect the cost and ease of business operation--and, ultimately, all who are dependent upon the successful operation of such business. Decisions on plant locations and relocation are influenced by these conditions. They are reflected in prices and, therefore, in competitiveness.

The development of business climate is a relatively new dimension of management responsibility. The manager of a business or industry, in his efforts to operate his organization profitably and in the balanced best interests of his employees, customers, share owners, suppliers and the community, inevitably enters this new dimension. And he is quick to learn that the success and progress of his business is directly or indirectly linked with most of the same conditions that are of concern to industrial development groups. In fact, to local development groups, the creation of a favorable business climate is doubly important. It will tend to assure the success and growth of established business and industry and, also, the community will be attractive to outside interests seeking to establish new plants or businesses.

It is commonly recognized that if a business fails because of inefficient operation, lack of capital or any other reasons due to poor management, the community suffers too. Not so commonly recognized is that business failure or removal from a community can be due to faulty business climate conditions, with just as significant loss to the community. If such loss is caused by poor business climate, the community is less likely to attract desirable new employers in the future. Some communities have been jolted to find that more than the desirable physical factors, such as power and water, are considered today in selecting new plant locations.

1/ "Business Climate," 1957, General Electric Company, Public and Employee Relations Service, New York, New York.

It is highly important, therefore, that you check your community as to its business climate and seek to improve those conditions for which your appraisal indicates such need. Below are outlined the eight desirable elements in a good business climate,[1/] and you will find that most of these are directly or indirectly covered by your general audit of community resources.

> A realistically progressive attitude on the part of political, religious, and professional leaders toward sound community growth and city planning, along with citizen understanding of community and business problems.
>
> Honest and efficient government, supported by a safe majority of alert, intelligent voters who have the balanced best interests of the community at heart, with an absence of unreasonably restrictive regulations or financial handicaps imposed by local, state, and national governments.
>
> A sound working relationship between employers and employees as evidenced by an absence of unwarranted strikes and slowdowns over a number of years and, where collective bargaining contracts are in effect, a constructive and fair union leadership which acts as the servant rather than the master of its membership.
>
> An adequate supply of people to fill employment needs who have a good work attitude, who are properly educated, who are in good physical condition, and who have a good understanding of how our business system operates and their stake in its success.
>
> Wage and salary rates and payment methods which are fair to employees, and at the same time provide an opportunity for employers to operate profitably in competition with other manufacturers of their product lines.
>
> Adequate community services and facilities such as banks, hotels, utilities, shopping centers, health facilities, and the required commercial services needed in operating businesses.
>
> A social and cultural atmosphere that will attract and hold good professional employees, including good and adequate schools, an enlightened press, radio, and TV, and an abundance of healthful recreational opportunities.
>
> A serious-minded assumption of business citizenship responsibilities on the part of all employers in the community as evidenced by consistently good employee relations and courageous leadership in civic and political affairs.

1/ Ibid.

The following questions, in conjunction with other parts of your local audit, will permit appraisal of your local business climate. For further guidance, it is suggested that you use the "Guide to Making a Business Climate Appraisal, " issued by General Electric's Public and Employee Relations Services (see Appendix B).

1. Are present efforts to attract new industry consistent with community needs and orderly growth in terms of (a) labor supply; (b) available plant sites; (c) municipal and utility services?

2. Are the community's industries dynamic and growing or are they static and declining? (Examine employment trends and list new concerns, as well as those which have moved away, over the past 10 years.)

3. Are State officials making adequate efforts to attract new industry? Are they meeting the competition of other states on important issues affecting business climate? Are they just as interested in improving business climate as in promoting the State?

4. Does your community have one or more active, well-supported business-sponsored organizations that have accomplished tangible improvements in the economic, social and political climate of the community? Are these organizations under the direction of competent and appropriately paid people in terms of results expected.

5. Do your local citizens generally display political awareness? What per cent voted in the last municipal election? In the last State and/or national election?

6. Does a safe majority of your citizens understand the importance and profitability and growth of local industry to their own welfare?

7. Is there over-reliance on State and Federal aid in financing needed local improvements?

8. Are your community's affairs dominated by a "small inside group" or a single individual?

9. Are there any State transportation, industrial health and safety, or regulatory laws that are needlessly restrictive, costly, or discriminatory against business?

10. How do State corporate taxes compare with those of competitor states? Compare the local tax picture with that of other communities providing similar services in respect to (1) local tax revenues per capita, (2) local debt per capita, and (3) per cent of tax revenue derived from business sources (including commercial and industrial).

11. If your community has been unionized over a period of years, have negotiations been conducted in a statesmanlike manner minimizing disruption of work schedules?

12. Is there a good interchange of information among employers as to union contract provisions, employee benefits, and employee and community relations practices?

13. Have community social and welfare agencies received financial support sufficient to meet budgeted needs? Are per capita contributions to such agencies (through United Fund or Community Chest) increasing in your community?

14. Can the editorial policy of the local press and radio toward business and industry be characterized as "constructive?"

15. Have local employers generally improved employment opportunities, wages, and working conditions on a voluntary basis?

16. Are local business leaders active in serving on legislative affairs committees or other legislative groups? Are they setting a personal example of civic leadership and encouraging employees to do likewise?

17. Are a significant number of employers consistently willing to be identified as aggressively for or against controversial issues affecting the business climate?

IV. EVALUATING YOUR AUDIT

Now that your audit of resources has been completed as far as practicable (assuming the impossibility of a comprehensive mineral resources survey, the lack of an adequate forest products study, and so on), a thorough and fully objective evaluation of your limitations and liabilities is in order. This, admittedly, will be difficult, and for some subjects you may need the unbiased appraisal of professionals. However, you can do much of it yourselves, including some of the work on subjects as complex as market research.

At the end of this section are questions suggestive of the kind to be asked in analyzing your findings for each of the subjects included in the audit. Many other similar questions as to the adequacy of your community to support industry will come to mind as you re-read the discussions on the various subjects covered in Part III. Your industrial committee should develop and ask these questions during group meetings, and discuss each subject thoroughly, facing up frankly to all shortcomings of the community. Only by doing so can the scope of your problems be outlined and plans be made to remedy those situations capable of improvement.

On the optimistic side, many of the weaknesses revealed by your evaluation of the audit probably can be eliminated or, at least, reduced quite easily. A drab-appearing main street may be one of such problems--although this can prove serious if property owners fail to cooperate.

The importance of obtaining widespread support cannot be overemphasized. If every one in town is cooperating, the elimination of many weaknesses will be a relatively easy matter.

A systematic and businesslike analysis of your community's liabilities may reveal a wide range of jobs to be undertaken--from simply a clean-up campaign to long-range street improvement, or new schools, or additional water supplies, or urban redevelopment, or other projects. A comprehensive city planning and improvement program probably will be indicated, if you do not already have one.

If you are in a good location for a meat-packing plant, for example, and your waste disposal system is barely adequate for present needs, you may decide to build an entire new system. Or, another deep well and additional water storage facilities may be necessary before you can hope to secure the industry best suited to your area. You may have months of work ahead of you

to obtain a new gas line or to improve present roads.

Whatever your problems, if you have done a good job in obtaining local support for your program, it should not be too difficult to get teams of interested businessmen willing to work toward each of the several goals you may set. Set priorities and target dates for the completion of each project. Even if it takes months or years to bring in the first new plant--as it probably will--the work you can do in the meantime should have a most stimulating effect on the community and put you in much better position to deal with the future. And even if you should fail utterly in achieving your goal of a new industry, you will have succeeded in making your town a better place in which to live.

The following questions are for your guidance in evaluating your resources audit:

1. Is your supply of locally available labor limited in number?

   If so, you may have to confine your efforts to obtaining plants which employ a relatively small work force. However, labor supply is influenced strongly by wage scale, with workers more willing to commute over longer distances if the pay is extra good. So, if your supply is small, seek firms paying above-average wages in order to increase choice of workers. The reputation and type of industry, along with stability of employment offered, also have direct bearing on labor recruitment.

2. Is most of your available labor unskilled?

   If so, you will find it more difficult--but not impossible--to obtain industries which require relatively high skills. No doubt you will have to eliminate some industries almost immediately, or else defer their consideration until your labor supply is more skilled. In other cases, however, if you can demonstrate that your workers can be upgraded at relatively low cost and that, after short training, they have good productivity, or if the prospective industry is willing to bring in skilled workers, then your other assets may be sufficient to warrant the firm's investigation of your town.

3. Is your water supply limited?

   If it is, then you must eliminate large volume users, such as chemical plants. If chemical or physical properties are such that hardness, color, odor, taste, or similar factors limit the water's usage for general processing, then you may have to consider additional water purification facilities.

4. Is your present waste disposal system being used to capacity, or near capacity?

   Then you must either eliminate from consideration industries which produce a great deal of waste (such as meat-packing or frozen food plants) or you must be willing and able to expand your present system.

5. Is your physical setting or your climate relatively unattractive?

If so, you will probably have to expend greater effort than most communities to interest industrial firms. Nevertheless, if you work toward making your community an exceptionally "good town in which to live," that kind of reputation will attract the attention of industrial prospects.

6. Does your town lack adequate transportation or communication facilities?

If, for example, your town has no railroad and is not on a principle highway route, then you must eliminate all industries that require good to excellent low-cost transportation. However, if you do have good industrial sites along or near a major highway, there are numerous industries having no need for railroad transportation that you can solicit.

7. Do you lack raw materials that are essential for the manufacture of certain products and would the cost of importing these materials be und ly high?

Then cross off your list industries which require such materials. (This aspect of your appraisal admittedly involves various tecnnical considerations and probably will necessitate some professional guidance.)

8. Do you lack natural gas in your community?

If so, you may want to make a survey of the probable extent of the local domestic market and, if it appears sufficient to support operation of a municipal system, then you should investigate the possibilities for bringing in natural gas from the nearest pipeline. There are certain industries, notably in the ceramic and metal heat-treating fields, that prefer or require natural gas as a fuel. However, in most instances, any industrial load you might get for a municipal system would not suppor its operation--this must come from the domestic load.

9. Do you have slums blighting the appearance of your community, or are few desirable homes available for occupancy?

Then you have a choice of attempting to interest new industry despite this handicap or of initiating a redevelopment and improvement program that will upgrade your community Perhaps you can convince local builders and investors of the investment opportunities in providing more new homes If obtaining a new industry depends on suitab e housing for management personnel, it may pay your local businessmen to form a corporation to build and lease the needed homes.

10. Are your merchants and businessmen uncooperative or unwilling or unable to make their stores attractive, inside and out?

If they are simply uncooperative, then you should seek their active cooperation in your program, in the hope o working out some mutually satisfactory plan for improvement of the stores. If they are unwilling to do this r are financially unable to make improvements, then you must resign yourself to working with a definite handicap.

Should you find, on the basis of the above and other questions raised in evaluating your audit, that you have many negative items, perhaps you are working against too great odds. While a determined and willing local group usually can do much in reducing "road blocks," there are situations which are impossible or which make further investment of time and money definitely questionable. Yours may be one of those borderline situations, and if you have serious doubts about proceeding with your industrial development, it will be a good idea to call on outside professional help.

V. LARGE CITY VERSUS SMALL TOWN PROGRAMS

One of the prevalent ideas about industrial development is that any town can obtain new industry. While theoretically true, this belief as a matter of fact is not accurate. There are many, many small towns throughout the country that have little to offer industry. Not only are their resources minimal, but they are largely lacking in the modern services and conveniences that most managements want for themselves and their employees.

Given vigorous, aggressive leadership--often by a single individual--even the smallest of towns sometimes manage to overcome their handicaps by self-improvement and eventually achieve their goal of a new plant. But it is not a task for the impatient or faint of heart. On the other hand, failure to get industry is not determined by size of the community. Some of the larger cities in this country are failing to progress industrially mainly due to an apathetic populace and lack of aggressive civic leaders.

Many small towns not ready for industry actually are attacking their industrial problem in reverse order. Even if fortunate enough to have the advantages of good transportation and proximity to potential markets, their lack of developed secondary businesses--retail stores, banks, restaurants, hotels or motels, utilities, repair services, and equipment suppliers--would prevent accommodation of any sizeable industry. Secondly, these communities often are lacking, to a greater or lesser degree, sewerage and water systems, adequate housing and schools, and recreational facilities and other civic necessities and conveniences. "There is nothing wrong with our town," the mayor will usually tell you, "that an industry employing 100 persons won't correct." Yet it is exactly that kind of a "hen-and-egg" proposition--the industry won't consider the town in its present condition and the town feels that the economic stimulus of a factory is necessary to bring about needed local improvements.

It seems obvious, therefore, that the most pressing job for the small town is to complete the audit of its resources, following the procedures outlined in this Manual. Then, on the basis of these findings, it must critically appraise the local situation, face up honestly to its liabilities, and lay out a program of action that will eliminate or improve as many of these weak points as possible. You must first be attractive to attract industry.

In its use of this Manual, the smaller town will find numerous questions inapplicable to their local situation, since its economy is relatively

simple. Yet these same questions, by pointing up the lack of services and facilities, clearly indicate the great competitive handicap under which the small town operates in its search for industry.

Initially, the average small town is able to accommodate only relatively small plants requiring the minimum of facilities and services. In illustration, many small towns have gotten their industrial start through garment or other sewing operations. These require mainly a building--often a vacant retail store building--and a substantial female labor supply. Or again, there are various small parts assembly operations, as in the electronics and automotive fields, which similarly have need for only a building and labor supply. The small town successful enough to make this kind of start usually shows a pattern of steady physical improvement, thanks to the benefits of the new payroll, and eventually goes on to obtain larger and more complex industries, as the facilities and services to accommodate them are developed.

With its limited financial resources, the average small town is not able to buy and improve available industrial sites, nor should it try to do so, since its chances of getting an industry needing land for plant construction are relatively slim. There is a much better chance that its first industry will come through remodeling of some existing building. However, any available good sites should be put under long-term option by the local industrial committee. It also should complete definite plans for utilities installations and other improvements, if and when the need arises.

A word about speculative construction. In some areas, local industrial development groups have raised sufficient funds through private subscription or donation to finance erection of factory buildings, entirely on the speculation that industrial occupants could be found for them. While it is true that the availability of a building has gotten industry for some of these towns, it is a mistaken belief that any town with a building can get the same results. Actually, the speculative risk in erecting a building without a prospective tenant is too great for the average small town, and such procedure is not recommended. Much better is the pledging of funds to erect buildings, on long-term lease, thus assuring the prospective industry of the local group's ability to make good on its committment. Then too, the building can be built to the tenant industry's specifications.

In its search for industrial prospects, the small town again is quite limited as to what it can do on its own resources. Any kind of a consistent advertising campaign in nationally circulated media (and that is the only

effective advertising program for industrial development activities) is beyond the financial ability of practically any small town. Mail campaigns are carried out by many small towns, at reasonable cost, but the success of this technique depends largely upon the kind of initiative and imagination used by those responsible for the campaign. It is, indeed, much more than the mere mailing out of brochures or other printed descriptive material on the town.

Personal solicitation of prospects, as a continuing program is too expensive, yet the local committee should be prepared to travel to the home offices of any prospect who is so genuinely interested as to accept the committee's invitation to call in person and present the town's possibilities. In general, however, small towns must depend mainly on referral of prospects from the various private and state organizations serving their area, such as power companies and railroads, the State Department of Commerce, State Chamber of Commerce, banks and other financial institutions and other firms similarly engaged in industrial development activities. For this reason, local industrial committees should make available to those organizations all possible information on their respective communities and, through continuing direct contacts and periodic up-dating of their resource data, keep their interests before such organizations. (See Appendix B for additional prospect sources.)

While size of the community is no criterion, it must be admitted that medium to large cities do have definite advantages over the small town, especially in respect to greater resources--both physical and financial--and, usually, experienced organizations for carrying out their programs. On points of service and distribution facilities, for example, the large city ordinarily is able to accommodate a variety of industries, where their absence often limits the small town.

In most of the larger cities, the Chamber of Commerce usually has compiled data on the subjects outlined in this Manual and, through its own industrial committee can readily develop any other facts needed to fully survey the local situation. As is obvious, many of the questions asked in this Manual will seem quite elementary to the experienced chamber manager, yet their review by his committee may be worthwhile as a means of critically re-appraising the current local situation and of re-orienting objectives. Because of the complexities of a large city's economy, some industrial committees may find it difficult to properly survey and analyze their communities, and especially to

do so objectively. In such instances, a professional study and appraisal by an outside agency undoubtedly would be a profitable investment.

In its efforts to advance local industrialization, the larger city may seek new plants that will supplement or supply existing industries, may aid present manufacturers to expand, may try to bring in entirely new types of operations, or its program may be a composite of these several objectives. Since the average large city already has substantial industry, any program of industrial development must recognize this fact and forward planning be adjusted to the needs and/or opportunities revealed by the resource audit, as tempered by local thinking.

National advertising by cities of size, when their campaigns are soundly conceived, properly executed and have extended continuity, can achieve excellent results. Not only will immediate prospect inquiries be generated, but lasting favorable name impression can be created in the public's mind. There are few who would deny that Atlanta's extensive advertising campaign of 1929 did much to start that city on its way to present industrial leadership in the Southeast and that even today the city is still reaping the benefits of that earlier advertising. Or again, there is no reason to doubt that the long-continued advertising of Dallas, Texas has contributed much to the industrial growth of that famous Southwestern metropolis. But advertising campaigns of such magnitude are strictly limited to the larger cities, giving them a real advantage over the smaller town.

Major Georgia cities cannot afford to ignore their industrial site situation. With their growing populations and concomitant expansion of housing, the likelihood of good site areas being swallowed up in new residential developments becomes an increasingly real threat to future industrial expansion. Hence, unlike the small town that has neither need nor financial resources for such action, the larger cities will do well to begin acquiring and developing suitable site land (see Section III, "Sites" and "Buildings").

There is growing recognition among the larger cities of the country that they have a real stake in the industrial growth of the communities within their trade areas. In numerous recent instances, industries have located new plants in small towns at distances of 25 to 50 miles from metropolitan centers, giving them ready access to the services, supplies, and conveniences of the large city, while obtaining the small town advantages of better labor supply and productivity, minimum traffic congestion and delay, and more enjoyable living for both management and workers. Yet to the near-by metropolitan center, the economic

gain from these small town operations is considerable, since a good percentage of the payroll money will eventually find its way to the city, in addition to payments made directly by the industries to the city's firms for supplies and services. Consequently, Georgia's larger cities should endeavor to cooperate with their smaller neighbors in bringing the latter's resources and advantages before all prospects seeking plant location in the areas around those cities.

VI. DETERMINING YOUR INDUSTRIAL OPPORTUNITIES

"How do we find prospects?" is the question most often asked by community groups. (The techniques of actually seeking out prospective industries are given in the following section.) Yet, to effectively carry on a promotion program, you must know the scope of your opportunities for getting new industry and the limitations on your search for such prospects. Certainly you will want to know those types of industry your community can best accommodate. This you can learn mainly by your audit of resources and subsequent appraisal. However, your chances for getting such industries will range in accordance with the limiting factors of initiative and preparation, plus luck. But "luck," as someone has said, "is what happens when opportunity meets preparation."

In general, your chances for industry are either short-run or long-range opportunities. Let's consider first the short-run prospects.

Short-Run Prospects

Your best bets for obtaining industry in the months immediately ahead lie in the exploitation of any of several major assets which you may have: (1) your available labor supply; (2) your position with respect to existing markets; (3) known raw materials; (4) buildings available for industrial use; and (5) your location in reference to nearby large cities.

If you have an ample supply of water, or timber, or a mineral--such as limestone, which may have dozens of different industrial uses--set up a committee to check on industries that are heavy users of these materials to see which are expanding and which might be interested in a branch operation in the Southeast. The manufacture of inexpensive--perhaps unassembled--furniture might be a likely possibility. The production of charcoal might be another. Careful reading of trade papers often will give leads to specifically interested industries.

Labor willing and able to work hard and conscientiously for a day's pay will be the main resource of many Georgia towns. Initially, the average small town without industry has little competitive advantage over its similarly situated neighbors, and an available unskilled labor supply is the chief asset any of them has to offer. Consequently, if yours is such a small town, your best bet for the immediate future may be a garment plant or some type of assembly operation, such as automotive or electronic parts. While you may prefer

to obtain some other type of industry, your chance of getting it within the next year or so may be so remote that you will want to make a labor-oriented plant your first target.

The lack of detailed market analyses will be a handicap in pinpointing opportunities in the form of markets now being served by out-of-state industries. But you can do much on your own by asking local merchants and manufacturers to tell you of items bought at long distances which they would prefer to buy at home. Or you may observe, as did a citizen of one small Florida town, that a large number of mobile homes traveled the main highway through his community. This observation, plus some intensive digging as to the requirements of trailer manufacturers, brought this particular town a new industry. Similar alertness on your part could bring a market-oriented plant to your community. Naturally, professionally made market studies--if you have the money--would be an excellent investment in pinpointing both short-run and long-range potentials, but even without funds you still can do a great deal of market research.

If your town has either a vacant industrial plant or an existing building convertible to industrial use, you have an asset of real competitive advantage in getting industry. This is especially so for the small town, if the building is one-story, more or less modern, and in good repair. Many industries, particularly those that are labor-oriented, prefer to locate in the smaller cities and towns and, where possible, to lease existing space, since construction or rental costs on new space often are prohibitively high for the smaller industries.

The above-mentioned trend of industry to locate in relatively small cities or towns offers special short-run opportunities to communities situated near large cities. By its proximity to the large city, industry can readily obtain needed supplies and services, yet receive the small-town advantages of better labor supply, fewer traffic delays, pleasant living for both workers and management, and the many other tangible and intangible benefits that make for a more productive and profitable operation. Hence, if your town is within 25 to 50 miles of a large city, you should seek to capitalize upon its location potentialities.

Long-Range Prospects

Your long-range prospects likely will be one of two types: first, industries interested in serving the Southeast's rapidly growing consumer and

industrial markets; second, industries attracted by raw materials which future research will reveal or evaluate more precisely.

A third type of prospect will depend largely both on the strengthening of our educational system and on the extent to which the skills of our present labor force are upgraded by the industries now being obtained. An effective statewide development program could result in our obtaining in key locations industries capable of accelerating rapidly the level of our already advancing industrial skills.

Related to the foregoing skills factor is a fourth type of industry that provides specialized services for other industries. Some of these cannot consider moving South until both the skills and needs have been developed here. This type of industry is well exemplified in the metalworking field where, in various operations in Georgia and elsewhere in the South, there is increasing need for tool and die work, precision forging, and heat treating. Certain of the heavy metalworking industries are known to be reluctant to establish branch operations in the South for lack of the specialized service industries, while the latter do not come here because of present limited markets for their services and lack of a backlog of skilled workers. It is a hen-and-egg situation to which most towns can find only a long-range solution.

A study completed by the Industrial Development Branch for the Georgia Department of Commerce illustrates the kind of problem many communities will encounter. The analysis made of the feasibility of establishing a frozen food plant in the Pavo area (Brooks, Colquitt and Thomas counties) revealed two factors which made such a plant a long-range rather than an immediate prospect. First, the lack of contract-farming experience made it necessary for farmers in the area to develop that experience over a period of at least a year. Since frozen food firms have rigid requirements not only as to quality of produce they will accept but also as to time of delivery, they cannot take a chance on operating in an area where their specifications might not be met.

Second, at the time this study was made, the frozen food industry was in a "shakedown" period where the construction of new plants was being held off in favor of consolidations. Not until the industry completed this process of buying up or eliminating the less profitable or less efficient firms would new construction be likely.

Similar circumstances may exist in your community or in the industry or industries best suited to your area. If so, you will have an opportunity to

strengthen your position over a period of months, so you will be better prepared to meet the competition of other towns seeking the same type of plant. Meanwhile, you can continue to work on your short-run prospects.

VII. HOW TO LOOK FOR PROSPECTS

Your community industrial development program begins to meet with success only when good prospects are identified in some way. There is no sure-fire formula for finding out just which companies are seeking new plant locations. But good prospects can be located through diligent search and with the assistance you can muster from various professional groups.

The following suggestions for "prospecting" assume that you have a going organization that has completed an audit of local resources, has determined the community's principal advantages and limitations, and, possibly--with the aid of market research and feasibility studies--has decided which types of industry can best be accommodated in the area. Further necessary assumptions are that you have available sites and are in a position to supply full and factual information on these and all other aspects of the community's economy.

For good and valid reasons, companies considering expansion usually guard that information closely. (See Appendix B, "Prospects" - reference 1.) Consequently, there is no single source to which you can turn for a list of companies "on the move." Nor can you be sure where you should concentrate your "promotional fire," but your committee can seek out, "imaginatively, aggressively, painstakingly, and persistently those companies that, by all evidence, might reasonably be expected to need new plants and sites on which to put them."[1/] To do this, there are these general avenues of approach--advertising, direct mail, and personal contacts.

Advertising of a community's industrial advantages through nationally circulated newspapers and trade and business publications is of little value, if limited to a single ad or only occasional ads. A well-planned series of ads run over a period of months in carefully selected media can be effective, but that kind of advertising campaign is beyond the budget of the average community.

However, dozens of towns and cities over the country have received free advertising space more valuable than money could buy. Scranton, Pennsylvania, and San Jose, California, are among those who have had their community stories told in national publications, because they had organized programs that editors and writers thought were newsworthy. In other instances, some communities

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1/ "Finding Prospects for Community Industrial Development," Department of Manufacture--U. S. Chamber of Commerce, Washington, D. C., 1954.

obtain publicity, even nationwide, through sponsorship of local sporting events, festivals, and other seasonal affairs, although the value of such publicity to industrial development is questionable. A more productive form of publicity that all communities should attempt to obtain is the reputation for being "a good town"--or "a progressive city." That kind of label is certain to attract the favorable interest of those seeking to establish new plants, whether they are local entrepreneurs or outside firms.

Direct mail is a form of prospect solicitation available even to the smallest of communities, since maximum coverage can be done at minimum cost. To achieve results, however, requires a lot of individual initiative on the part of the person directing the work, especially in composing the letters and designing accompanying brochures or other mailing pieces. Numerous approaches are possible, and only suggestions can be made here. The first step, however, is the preparation of a mailing list of prospects, carefully selected on the basis of their probable growth possibilities, their ability to supplement your community's existing economy, and the availability of local resources, services, and conveniences essential to a successful operation.

Prospect lists can be developed from various published sources, some of which are listed under "Prospects" in Appendix B. One of the most satisfactory is the Standard Advertising Register. Regular checking of business and financial papers, such as Business Week and the Wall Street Journal, commonly yields leads to industries planning expansions. Industrial engineering firms, industrial realtors, management consultants, and plant locating services all should be on your mailing list, as such firms are in a position to recommend your community as a location to their clients.

With the mailing list developed, your local committee should plan a series of personal letters, addressed as far as practicable to some executive officer of each concern. Make the letters brief and pointed to the probable interests of each prospective industrial group--if it's a labor-oriented industry, write about your good labor supply; if resource-oriented, about the resource you think he can use. Don't try to tell all your story in the letter--either use printed brochures or other mailing pieces to present the details or outline your situation in a series of communications. And give specific facts, not generalities, or your letters are sure to end up in the executive's wastebasket. To obtain results from a direct mail publicity campaign requires consistent and prolonged efforts and, at most, you will be fortunate to average one bona fide prospect per 100 letters--yet that 1% may lead to "pay dirt."

Few communities, except the largest of cities, can afford a consistent campaign of personal calls or "doorbell ringing" in soliciting prospects, as travel costs for even one representative probably would be prohibitively high for results obtained. On the other hand, members of your industrial committee should regularly make personal contacts with the State Department of Commerce and State Chamber of Commerce, as well as with banks, railroads, power companies, and other state or private organizations that are concerned with the industrial development of Georgia. Basic economic data developed from your audit, listings of sites and vacant plant space, and similar information on your community should be filed with all of the above-mentioned organizations. Remember, your community data are of no value unless put to work--unless they are placed in the hands of persons who can use them to your community's advantage.

Numerous other sources for personal contacts that can result in leads to prospects are suggested in Appendix A. The U. S. Chamber of Commerce's publication on "Finding Prospects for Community Industrial Development" (see Appendix B, "Prospects" - reference 1) also is an excellent guide to prospect solicitation. As indicated in that publication, the businessmen of your own community probably constitute the best single source of leads to outside companies that might build a new plant in your town, since your merchants, bankers, and other local people are in frequent touch with such companies. Remind the members of your industrial committee to encourage their business associates, company headquarters managements, suppliers, customers, and even competitors to contact your committee for detailed industrial location information. This puts the selling of your town largely where it belongs--on every member of the community who can be made to realize his stake in the area's industrial progress.

Your committee should not neglect opportunities to assist local industries to expand, for this not only can be a very fruitful source of additional employment but also is excellent advertising of the community's favorable industrial climate. An outside prospect will be encouraged to invest in your community when he learns that local firms are operating successfully and investing in the town's future through new plant additions. In similar fashion, see that your present distribution services--district sales offices and warehousing operations --are given attention, for these often afford long-range possibilities for new industries. When distribution of a certain product over your area reaches sufficient volume, manufacturers will begin to consider the advantages of a branch operation. Sometimes a decision to locate a branch plant may be made by an

official who was formerly a district sales manager and, in such event, you would want him to remember your area most favorably.

The success of your industrial committee's efforts will be gauged by the number of prospects that are induced to inspect the community. Once the prospect is on the ground, the real selling job remains to be done, and therein lies the final measure of your committee's success!

VIII. PREPARING AND DELIVERING YOUR "PACKAGE"

Once you have made active contact with a prospect your industrial committee must be prompt in its follow-up. If more data on your community have been requested by the prospect, see that he gets what is wanted as quickly as possible. Where it seems advisable, use the telephone to discuss the project and your local situation with the prospect, later confirming the conversation with a letter.

Any "package" of information on your town that is presented to a prospect should cover the various subjects included in your resource audit, where the request is general. However, if the prospect has indicated need for specific information, it is of primary importance that you send only the materials that will give him what he wants to know. While your presentation must be factual, it should be as brief as practicable--if it is too long and "wordy" it may well not get read. This thoroughness, conciseness, and accuracy in presenting your facts, along with promptness of action by your committee, will give the prospect a favorable impression of your community.

Your standard brochure, if your town has one, obviously cannot be used to meet the needs of specific projects. Neither is it suitable for broadside distribution in "prospecting" campaigns. If sent out that way, you should realize that, at best, you would be lucky to get even a few nibbles. However, such a brochure can be effectively used in conjunction with a direct mail campaign or as a companion piece to accompany your special "package" presentations to prospects.

A compilation of the information developed in your audit should be prepared first. This kind of overall brochure will give your own people a comprehensive picture of your assets and liabilities. It also will serve to inform the State Department of Commerce, State Chamber of Commerce, utilities, banks, railroads and others that you are seeking new industries. Finally, this brochure is a basic reference source on your town to meet day-to-day needs of your industrial committee, as well as those of the above state and private organizations in their efforts to bring your town to the attention of prospects.

When a special report or presentation is to be prepared for a definite prospect, you should consider three principal variables: (1) the general requirements of the particular industry involved: (2) the future, more specific operational requirements and desires of the firm you are approaching; and,

finally, (3) the personal preferences or idiosyncracies of the management officials with whom you are dealing within the company. It is not possible for your report to cover every eventuality--in some instances, you may even have difficulty in obtaining from management a clear outline of their site requirements and operational objectives. But plant location is still far from a science, and if your report covers all the factors that appear to be involved in your prospect's project, then you have done your best to assure success.

If you can learn, for example, that the man who will manage the new plant has several children of school age, then your report certainly would point up the excellence of your grammar and high schools. Or perhaps the prospective plant manager likes to spend his week-ends in out-of-door sports --boating, or golfing, or fishing. Obviously you would give proper emphasis to your nearby lake or river or seacoast and your new country club with its sporty 18-hole golf course. In effect, the more specifically your package can be directed to the needs and desires of the officials making the location decision, the more scientific your approach will be.

A personal call at your prospect's home office may become desirable during the initial or latter stages of an investigation, but this usually should be done only on invitation from the prospect. Under no circumstance should a prospect be personally called upon, or called by telephone, without some purposeful intent. To call simply as an enthusiastic but empty gesture of interest can do your cause real harm.

To repeat, make your reports as factual and brief as practicable and, at the same time, as neat and attractively "businesslike" as you can. If your prospect invites you, deliver the report in person--but it should be complete and clear enough to tell your story without interpretation.

IX. THE CARE AND TREATMENT OF PROSPECTS

The care and treatment of prospects, like child rearing, requires considerable discretion and judgment, rather than literal following of any formula.

When your town is fortunate enough to be selected for survey by a prospective industry, the initial visit usually is made by the production or plant manager, assistant to the president, or other management personnel, but rarely by the president or other top management. Not uncommonly the survey is conducted by outside professional location consultants or engineering firms.

On this first visit, the investigator seeks to make a complete check on what your town has to offer his particular company as quickly as practicable, and be on his way Often you will have only an hour or so to present your case--to achieve success or failure in selling your town. This is where all your advance study and preparation, as outlined in this Manual, are put to the acid test.

In planning your meeting with the prospect's representative, follow his wishes. Some will want to talk with all members of your industrial committee, while others will prefer maximum secrecy and ask that only two or three persons attend the meeting. Regardless of how many attend, select the most able men on your committee--those with the best all-round knowledge of your town's industrial advantages.

Have your meeting in a comfortable, attractive office which affords complete privacy. If it is summertime, the office should be air-conditioned. Dispense with formalities, after introductions, and let the investigator lead the discussion. If you try to over-sell your town, he may be prone to discount your entire presentation. Simply answer his questions as factually and briefly as possible. But he will appreciate a business-like attitude on your part, so at appropriate points in the discussion, question him as to his company's operating record, what employment and payroll the projected operation will give your town, whether fumes, noise, odors or other objectionable features will result and so on. At his request, be prepared to let him talk privately with local manufacturers about wage scales, fringe benefits, labor productivity, union activities, and similar operational problems. If your local manufacturers are informed about and sympathetic to your program, this can be one of your best selling techniques.

If the investigator is in your town at lunch time or stays overnight, you certainly will want to invite him to luncheon or dinner, but limit attendance to members of your industrial committee. Don't give an elaborate banquet for him and, should you invite him to a local civic club luncheon, don't introduce him publicly, unless he is willing. Most plant location surveys are carried out in strict secrecy, and those making the investigations try to avoid any kind of publicity, especially in the initial stages of a survey.

If your town is to receive further consideration, there likely will be several return visits by the original investigator and, in the semi-final stage, by several top management officials. At this stage, entertainment of these officials may be in order, provided the company's investigator approves. In any event, keep the luncheon and/or dinner attendance relatively small, limiting it to your industrial committee and other leading citizens who may not be members. Don't forget to invite some of your local manufacturers. And don't embarrass your guests by asking them to make speeches. You wouldn't ask this if entertaining them in your home; besides they probably don't want the publicity. Leave the speech-making to the future or you may fail to land your prospect.

Should you be successful in signing up the new industry, your committee's work has just begun. Every effort should be made to assist the company in getting into operation. This may range from such a complex task as financing and constructing the plant itself and arranging a long-term lease (see Section X), to such lesser assistance as finding housing for personnel, expediting contacts with local officials and suppliers, screening job applicants, or hundreds of other chores.

And finally, after the plant has been properly dedicated and the potentialities of elaborate banquets and speech-making exhaused, don't forget the plant manager and other executives who have moved to your town to operate the new plant. Make them and their families welcome as new citizens by inviting their participation in your civic and luncheon clubs, the country club, your churches, the PTA, and similar civic and social affairs. You have the opportunity to express true and sincere hospitality to these newcomers who, in turn, bring the experiences and thinking of other areas that may well stimulate new lines of progressive action in your community.

X. THE FINANCING AND COST OF INDUSTRIAL BUILDINGS

In recent years, the trend in industry has been to reduce real estate holdings by selling factory buildings to insurance companies and other investment sources and then leasing them back on long-term rental agreements. Not only do such arrangements offer certain tax advantages, but they also free capital for operational purposes. This preference for long-term lease of plant space has been especially pronounced among manufacturers expanding into new areas, and local development groups able to finance and construct new factory buildings for long-term lease often will have a real competitive advantage over less prepared neighboring communities.

The construction and lease of industrial space to reputable and financially responsible manufacturers offers an excellent investment source to the private investor, and your community may be one of those fortunate enough to have persons who can finance substantial space on their own resources. Usually, however, this is not the case, and your development program probably will have to depend on other sources.

For many towns, the organization of an industrial development corporation has proved a practical and sound method of making local capital available for plant construction. Nearly 125 have been organized in Georgia. Funds for such corporations generally are raised by public subscription or limited sale of the stock, with stockholders having one vote for each share. You should keep the capital structure simple, with only one type of bond or stock issued. Officers and directors should serve without pay. It is desirable that the corporation be formally incorporated under a State charter, since such legally responsible organization will find less difficulty when necessary to borrow additional funds for construction of large projects.

Insurance companies, investment houses, private investors, pension funds, and certain banking institutions are among the financial sources from which supplemental funds may be borrowed. Here in Georgia, both the State Teachers Retirement System and State Employees System have made a number of long-term mortgage loans on industrial properties, some as supplemental loans to local industrial development corporations. Usually, when insurance companies or other investors make such supplemental loans, they limit their participation to about two-thirds of the total loan and take a first mortgage position, with the local corporation furnishing the balance of the funds on a second mortgage.

In leasing the plant building, the initial rental period may range from 10 to 25 years, but a 20-year period is most common, as this permits the industrial development corporation to amortize its investment with reasonable rental payments by the tenant industry. Most leases provide for options to continue leasing for specific periods beyond the initial lease period. In some cases, industries may prefer to amortize the building cost over a stated period of years and thus obtain ownership at the end of that period. In either case, costs of taxes, insurance, utility services, and maintenance normally are borne by the occupant industry.

In the organization of your industrial development corporation, its officers and directors should be selected on the basis of their experience and knowledge of financial and business conditions, thus insuring capable examination and appraisal of the history, finances, and future prospects of any industry with which it negotiates. When your corporation obtains supplemental funds from insurance companies or other outside sources, you receive the benefit of their professional appraisals and have added assurance as to the financial soundness of your investment.

Even in initial stages of negotiation with your prospect, you should check with your local banks, investment houses, State development agency, State Chamber of Commerce, or your local railroad and power company representatives as to what information they can furnish on the financial and operational record of your prospect. This can save you much time if the prospect does not prove to be a good risk or suitable operation for your community. You frequently will be contacted by companies wanting space constructed for lease at costs far out of proportion to the firm's financial worth and offering a minimum of employment. Special care must be exercised in making investments in new companies, despite their apparent growth possibilities. Any prospect should have had at least five years "seasoning" and preferably longer. As to those that seek free rentals over the first year of operation, moving expenses, reimbursement for training of labor, or other subsidies or concessions, it is well to give them only a polite hearing and forget them.

For purposes of discussion with your prospects, members of your industrial committee should be informed on local construction costs, in terms of per square foot of factory space (and exclusive of land costs). Consult with your local contractors and architects and set up specifications for a proposed general-purpose factory building of specific size. For example, get cost

estimates on a one-story 50,000 square foot building--steel frame, concrete block with brick veneer, 12-foot walls, concrete floor, flourescent lighting, sprinkler and heating systems and toilet facilities; 2,500 square feet of air-conditioned office space should be specified, and a further estimate made as to additional cost of fully air conditioning both office and production space.

While these estimates will give your prospect a basis for comparison with building costs in his own area, your committee should include a contractor or architect who can capably estimate costs on various types of structures, because some companies will want special design buildings, or more likely, interior and exterior treatments involving excessive costs. The construction, for lease, of such premium-cost or special-design structures may involve undue investment risk, particularly where the buildings are to be erected in a rural area or small town.

XI. ARE THE RESULTS WORTH THE EFFORT?

There are two principal reasons why any town seeks new industry: (1) to increase its tax base, and (2) to obtain payrolls. It is quite baffling, therefore, to see some towns struggle desperately to get a new industry and, in doing so, make extended tax concessions, actually giving away the benefits of one of their major objectives.

Industrial development should be viewed by every town as a very practical proposition. It is a business transaction between the community and the incoming industry, and neither should try to exploit the other. The new industry has the right to expect your town to furnish all the municipal services and facilities that established firms receive, but it should not ask your town to pay moving expenses or labor training costs, give tax exemptions, or grant other subsidies. If it does ask and get them, then management should not be surprised if local interests later make undue demands about employing the town's drifters or contributing to local civic drives. On the other hand, the community that gives free rentals to a company shouldn't be surprised when, after a few months' operations, the firm threatens to move off to another town unless additional plant space is provided, still on the free basis.

In such unbusinesslike actions, either or both parties are likely to suffer. Fortunately, most industrial prospects seek only a fair deal--reasonable site cost, fair and equitable tax treatment, efficient and adequate public services and facilities, and community interest and cooperation in establishing a successful operation.

The move of a new industry into your town, however, will involve certain expenditures by the municipal and/or county government or by private interests or both, and these costs should be carefully weighed against the benefits to be received from the proposed new plant. If the overall costs appear to be unduly high, perhaps you will want to seek other industry that will afford greater employment and other attendant benefits.

In obligating itself to extend water lines, sewers, streets, and possibly gas or power lines and sidewalks to the new industry's plant site, your town may be undertaking substantial investments. In addition to these direct costs, there are additional indirect costs involved in the furnishing of police and fire protection to the plant, extension of municipal services to new residential subdivisions resulting from worker influx into the community, resultant increased needs for schoolrooms and teachers and other miscellaneous demands

created by a growing population. These are in addition to any private investments that may be made by your town in furnishing sites and probably constructing plant space for long-term lease.

Now, let's look at the offsetting benefits. First, there are increased tax revenues, both direct and indirect. In establishing the plant, you undoubtedly will greatly increase the tax return from the land on which it is located. In Chicago, for example, a 19-acre tract of land about ten miles out of that city had a valuation of $88,000 in 1939 and was yielding only $3,000 annually in taxes. Six years later, as it was developed into an industrial district, the valuation had reached $900,000 and the tax return was #36,000.

If your new plant employs only 100 workers, there will be created in your community some $590,000 more personal income per year, according to a study by the United States Chamber of Commerce.[1/] Retail sales will be upped by more than $350,000 annually, with an additional 174 workers finding employment in trade and services as a result of this increased business activity. As your town's economy is so stimulated, a number of the 112 additional households stemming from the new plant certainly will either build new homes or improve those they own, thus substantially adding to the community's tax base and revenues. There is also the not inconsiderable revenue increases to be obtained from various privilege licenses issued to new businesses establishing in the community.

The tabulation of costs and benefits that new industry may bring to your town are only partially reducible to a dollars and cents basis. Actually, there are many valuable but intangible benefits to be derived from industrial expansion, so that no specific formula would be applicable to every situation. In general, however, your goal should be to obtain industries that offer a relatively high ratio of jobs at good wages for the investment, directly or indirectly, that your town has to make. The decision will usually be simply a matter of good business judgement.

1/ "What New Industrial Jobs Mean to a Community," 1954, U. S. Chamber of Commerce, Economic Research Department, Washington, D. C.

XII. PITFALLS AND PROBLEMS

Pitfalls abound on every side, as you probably are all too aware. It is impossible to even enumerate all the problems you may encounter. Here, however, is a brief list of "don'ts" and cautions to observe. They should help you avoid serious detours which might otherwise keep you from achieving your goals.

1. Don't plan a trip to contact a prospect unless you know he is interested in your town, or unless you know his needs. It is important that you make a thorough enough analysis of your resources to know you can justify taking his time and spending your money. It is preferable that you make such trip only on special invitation of the prospect, but if you do go, limit your group to three at most and make your stay in the prospect's office as brief as practicable.

2. Have at your fingertips specific information or data to answer precisely the questions you are most likely to be asked. Don't, for example, make the mistake many groups have made of thinking--and saying--they have enough water of a specific quality to meet a particular manufacturer's needs, then learn that a new filtering system costing thousands of dollars must be built before they can fulfill their agreement.

If you don't know the answer to a question, don't bluff. Simply tell your prospect you will try to get the answer. But don't get caught short on too many questions--it might cost you the prospect.

3. Don't waste time and effort on firms that seek to avoid taxes, or get rent-free space, or demand other concessions or gifts. Check on your prospect's financial and operating record before you make any committment to him.

4. Don't rely on the blanket-type industrial development brochure to attract prospects. The larger firms get literally hundreds of these and most are thrown away. Instead, prepare a brief presentation on your town's assets, pitching it to the operational needs of each firm.

5. Learn all you can about the type of industry you are working to obtain, as well as about the individual firms you think are interested in expansion. Be sure, for example, that it is not a declining industry. If you learn that a company has a history of poor labor or community relations, the firm may still be a desirable prospect. But investigate the cause of their difficulties to make sure you aren't inviting trouble to your town.

6. Don't rely entirely on direct mail pieces to tell your community's story, any more than you rely completely on a generalized brochure to display your "wares."

7. Don't fabricate or distort or in any way mislead a prospect. He knows no town is perfect, so point out, if you can, what you are doing about your limitations. Above all, be factual.

XIII. KEEPING YOUR PROGRAM MOVING

The real test of your program's effectiveness will come some months after it has gotten underway. You may not yet have had even one "hot" prospect. Perhaps even worse, you may have had one but failed to get him to sign on the dotted line. In either case, you may find it difficult to maintain local interest in your program, especially if sizeable amounts of money have been spent without any tangible return.

At this point, you may want to have professional evaluation of your program. However, whatever happens, don't get discouraged. In all probability, your principal problem is simply that industrial development takes time.

> "It takes a long while to find a prospect, and it takes a long while to convert him from a prospect to an actual industry in the town. There are other time-consuming matters of community education and improving the business climate which must be taken care of before an industrial prospect will even consider your community seriously. Industrial development is, in the last analysis, like any other business. You either work at it day in and day out, year in and year out, or you don't have a business." 1/

Conferences and meetings with civic clubs and other local groups should be a continuing means of maintaining a high level of interest and participation in your program. Evidences of progress on the many projects you should have underway certainly should help, regardless of whether these may be just an early "clean-up, paint-up" campaign or an urban redevelopment program, or the laying out of your first industrial district. Work on your longer-range prospects should be at the point where these new possibilities also can be used to generate further interest.

But the mainstay of your program always will be the individuals--perhaps all too few--who are far-sighted enough to continue to work and lead, even when others may become discouraged. It is, therefore, of prime importance that, from the beginning, you have the best possible people to head your program.

Require periodic progress reports on all major projects from the committees responsible for them. Hold regular meetings to discuss and evaluate

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1/ Community Industrial Development--A Nationwide Survey, address by Victor Roterus before Louisiana's Fifth Annual Industrial Development Conference, Baton Rouge, Louisiana, 1958. (United States Department of Commerce, Office of Area Development, Washington, D. C.)

what has been done and to plan your next steps. Ask your local newspaper(s) to give publicity to these progress reports and planning meetings. Solicit the aid of those who can give you expert advice or who are likely to be able to get others to work on your program.

Keeping your program moving will not be easy. It will require hard work, a great deal of patience and persistence, and, more than anything else, time. But, keep in mind the fact that you need only one good industry to make all your efforts worthwhile.

Appendix A

SOURCES OF INFORMATION FOR SUBJECTS INCLUDED IN AUDIT

Community Data

Bankers
Building inspector, local
Chamber of Commerce, State and local
Civic leaders
Development agencies, State and local
Employment Security, State and local offices
Fire insurance inspection rating organization, State
Industrial associations in area
Industrial realtors
Libraries, public and technical
Manufacturers in area
Merchants in area, retail and wholesale
Municipal officials
Newspapers
Planning commission
Postmaster
Public health agencies, State and Local
Publications (see Appendix B)
Schools, Superintendent of, State and local
Telegraph and telephone companies
Transportation companies--air, rail, highway, water
Utilities serving area--electric power, gas, water
Weather Bureau, local station

Construction Costs

Architects
Building supply companies
Contractors and engineering firms
Georgia Power Company
Manufacturers in area
Trade paper indexes

Electricity

Chamber of Commerce
Development agencies, State and local
Edison Electric Institute, 420 Lexington Avenue,
New York, New York
Federal Power Commission, Washington, D. C.
Utility serving area

Gas

American Gas Association, 420 Lexington Avenue,
New York, New York
Chamber of Commerce
Development agencies, State and local
Federal Power Commission, Washington, D. C.
Utility serving area

Housing

Chamber of Commerce
Civic officials
Development agencies, State and local
Federal savings and loan institutions, local
Federal Housing Administration offices, State and local
Newspapers
Real estate brokers

Industry in Area

Chamber of Commerce
Development agencies, State and local
Employment Security offices, State and local
Industrial associations in area
Newspapers
Labor Department, State
Publications (see Appendix B)

Labor Situation

1. Availability and skills

   Associated Industries of Georgia, Atlanta
   Chamber of Commerce
   Development agencies, State and local
   Employment Security offices, State and local
   Georgia State Chamber of Commerce, Atlanta
   Industrial associations in area
   Manufacturers, local
   Vocational training schools

2. Bonus and fringe benefit practices

   Chamber of Commerce
   Manufacturers, local
   Unions in area

3. Union contracts--strike records

   Chamber of Commerce
   Manufacturers, local
   Unions in area
   U. S. Bureau of Labor Statistics, Atlanta

4. Wage levels

   Chamber of Commerce
   Employment Security offices, State and local
   "Help Wanted" ads
   U. S. Bureau of Labor Statistics, Atlanta

Markets

1. Present markets (customers' locations, types of products, volume)

   Development agencies, State and local
   Publications (see Appendix B)
   Sales records of wholesale distributors

2. Growth potential of individual markets (present and possible new customers--possible new markets)

   Financial reporting services, such as Moody's Industrials
   Development agencies, State and local
   Publications (see Appendix B)
   Sales forecasts by companies, salesmen, customers
   Studies by advertising agencies--Chamber of Commerce
   Trade and financial papers, such as Steel, Wall Street Journal, Journal of Commerce

3. Transportation costs (to customer locations; present versus new locations)

   Carriers serving area
   Freight bureau, local

4. Results of survey (effect of new plant on market areas of existing plants)

   Sales records

Natural Resources

1. Minerals

   Chamber of Commerce
   Development agencies, State and local
   Georgia Department of Mines, Mining and Geology, Atlanta
   Mining companies
   Publications (see Appendix B)
   U. S. Bureau of Mines, Washington, D. C.
   U. S. Geological Survey, Washington, D. C.

2. Timber

   American Forest Products Industries, Inc., 1816 N Street, NW., Washington 6, D. C.
   Chamber of Commerce
   Development agencies, State and local
   Georgia Forest Industries Committee, 1029 Grant Building, Atlanta
   Lumbering companies
   Manufacturers, local
   Publications (see Appendix B)
   U. S. Forest service, Regional Office, Atlanta

Natural Resources (continued)

3. Agricultural products

Chamber of Commerce
County Agricultural Extension agent
Development agencies, State and local
Food processing plants of area
Georgia Department of Agriculture, Atlanta
Publications (see Appendix B)
U. S. Department of Agriculture, State Marketing Information Division, Atlanta

Prospects

1. Industries

Company executives
Trade associations
Trade and financial publications
Technical literature

2. Companies--through representatives of:

Accounting firms
Airlines
Banks and investment houses
Businessmen, local
Chamber of Commerce, State and local
Development agencies, State and local
Employment Security offices, State and local
Engineering firms
Management firms
Manufacturers, local
Motor freight lines
Municipal officials
Plant locating services
Publications (see Appendix B)
Railroads
Realtors, industrial
Sales offices, district
Supply houses, wholesale
Trade association conventions
Utility companies, etc.

Sites

1. Availability

Chamber of Commerce
Development agencies, State and local
Dock authorities
Railroad development departments
Realtors, industrial
Utility development departments

Sites (continued)

2. Flood history

City engineers
Georgia Department of Mines, Mining and Geology, Atlanta
U. S. Geological Survey, Surface Water Branch, Atlanta
U. S. Corps of Engineers, South Atlantic Division, Atlanta

3. Options--price

Banks
Railroads
Realtors, industrial
Utility companies

4. Title

Attorneys, local
Mortgage title companies

5. Zoning

Municipal authorities
Planning commission
Realtors, industrial

Taxes

Chamber of Commerce
Development agencies, State and local
Manufacturers, local
Municipal officials
State Revenue Department, Atlanta
Tax assessors in area
Tax attorneys in area

Transportation

Chamber of Commerce
Carriers serving area: air, motor freight, bus, railroad, barge, steamship lines
Development agencies, State and local
Freight bureau, local (rates)
Georgia Motor Trucking Association, Atlanta
State Highway Department

Water Supply

Chamber of Commerce
City water department
Development agencies, State and local
Fire insurance agencies
Georgia Department of Mines, Mining and Geology, Atlanta
U. S. Geological Survey, Ground Water Branch, Atlanta
Well drilling companies

Appendix B

PUBLICATIONS

General Survey Procedures

1. How to Get More Industry in "Your Town," Georgia, Georgia State Chamber of Commerce, Atlanta, free. An industrial development guide manual for community group action.

2. The Community Industrial Development Survey, U. S. Chamber of Commerce, Washington, D. C., 50¢. Guide for evaluating local industrial resources.

3.**Community and Area Development Checklist, U. S. Department of Commerce, Office of Area Development, Washington, D. C., 10¢. Summary of actions communities can take in developing trade and industry, with sources of state and federal technical assistance.

Business Climate

1. Business Climate, 1957, General Electric Company, Public and Employee Relations Services, New York, N. Y., free. Defines this new dimension of management responsibility and gives four-step plan for developing a better business climate.

2. Guide to Making a Business Climate Appraisal, 1957, General Electric Company, Public and Employee Relations Services, New York, N. Y., free. Guide for making community appraisal, based on 187 questions on socio-economic conditions that influence business climate.

Community Data

1. *Census of Manufacturers, 1954, U. S. Department of Commerce, Bureau of the Census, Washington, D. C., issued every five years: Volume III, Area Statistics, $6.50. Statistics by states on types of industry, number of plants, employment, payrolls, production values, etc.--also by counties, cities over 10,000 population, and metropolitan areas.

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* Available from Superintendent of Documents, United States Government Printing Office, Washington 25, D. C.

** Available only from the United States Department of Commerce, Office of Area Development, Washington 25, D. C., or the Atlanta field office of the United States Department of Commerce.

2. Commercial Atlas and Marketing Guide, Rand McNally & Co., Chicago, annually, $45. Map and statistical information on states, metropolitan and market centers, and cities and towns, covering population, transportation, communications, retail and wholesale trade, altitude, climate, mining, manufacturing, agriculture, and other economic and physical factors.

3. *County and City Data Book, U. S. Department of Commerce, Bureau of Census, Washington, D. C., annually, $4.50. Over 100 statistical series for each county and city over 25,000 population--includes data on population, area, labor force, retail trade, education, manufacturing, etc.

4. The Community and Industrial Development--An Analysis of Site and Location Requirements, 1954, Urban Land Institute (1200 18th Street), Washington, D. C., Technical Bulletin 21, $2.00. A "road map" for newcomers in industrial development work, covering the reasons why communities seek new industry, requirements of industry, and how to organize for local fact-finding and promotional work.

Financing New Plants and Sites

1. *Communities With Locally Financed Industrial Development Corporations, 1958, U. S. Department of Commerce, Office of Area Development, Washington, D. C., 20¢. Nationwide listing, by states, of locally financed industrial development organizations in 1800 communities.

2.**Community Industrial Development--A Nationwide Survey, 1958, U. S. Department of Commerce, Office of Area Development, Washington, D. C., free. A talk by Victor Roterus, director of the Office of Area Development, on community industrial development corporations--their origins, organization, and services.

3. *Development Corporations and Authorities, 1958, U. S. Senate Committee on Banking and Currency, 85th Congress, 2nd Session, Washington, D. C. Two studies made by the Small Business Administration on state and local industrial development corporations and authorities--legislation, charters, etc., given on state organizations; the origins, organization, and experiences of various local corporations in Minnesota reviewed because of the large number and success of such corporations in that state.

4. *Statewide Industrial Development Credit Corporations and State Development Authorities, 1958, U. S. Department of Commerce, Office of Area Development, Washington, D. C., Area Trend Series No. 3, 5¢. Tabulation of such organizations formed in last 10 years, with financial details.

Industry in Area

1. *Census of Manufacturers, 1954, U. S. Department of Commerce, Bureau of the Census, Washington, D. C., issued every five years: Volume III, Area Statistics, $6.50. (See "Community Data," No. 1.)

2. Editor and Publisher Market Guide, 1957, Editor & Publisher Co., Inc. (1700 Times Tower), New York, N. Y., annually, $6.00. Survey of over 1,500 key newspaper markets with data on population, climate, principal industries and retail outlets, retail sales estimates, housing, auto registrations, number of gas and electric meters and similar economic factors and indices.

3. Georgia Manufacturers, 1958, Georgia Department of Commerce, Atlanta, $5.00. County-by-county listing of state manufacturing plants, cross-indexed by products. (Use with caution--contains many errors.)

4. What New Industrial Jobs Mean to a Community, 1954, U. S. Chamber of Commerce, Economic Research Department, Washington, D. C., free. A study of the more important economic effects of 100 new industrial jobs in each of nine counties selected from different states, eight of which are in the Southeast.

Labor Situation

1. Analysis of Intercounty Commuting of Workers in Georgia, 1958, Georgia Institute of Technology, Industrial Development Branch, Engineering Experiment Station, Atlanta, Project B-143, free. A study of the commuting patterns and commuters' habits of the workers of 6,000 firms, representing approximately 608,000 employees, in Georgia's six largest population centers and 96 other counties.

2. Directory of Wage Surveys--Southern Region, 1958, U. S. Department of Labor, Bureau of Labor Statistics, Atlanta, free. Lists wage surveys of various industries, both manufacturing and nonmanufacturing, in Atlanta, Dalton, Macon and northwest Georgia, as well as statewide.

3. Labor Market Reports, Georgia State Employment Service, Atlanta. Reports on selected areas of State, including one or more counties, that give statistical data on population, employment, and labor supply with related discussions and other economic information on each area. Reports available from local State Employment Service offices.

Markets

1. Commercial Atlas and Marketing Guide, Rand McNally & Co., Chicago (see "Community Data," No. 2).

2. County and City Data Book (see "Community Data," No. 3).

3. *County Business Patterns, 1953 (1955), U. S. Departments of Commerce and of Health, Education and Welfare, Washington, D. C , Part 6: South Atlantic States, $1.50. County-by-county tabulation of employment, taxable payrolls, and number of reporting units by employee-size classes of all types of OASI-covered employment, by industry groups, including manufacturing groups, including manufacturing, trades, mining, services, finance, etc.

4. *Growth Industries in Manufacturing, Washington, D. C , Office of Area Development, Washington, D. C., Industry Trend Series No. 1, 10¢. Identifies individual "growth" industries.

5. How to Make a Local Area Trade Survey, 1948, U. S. Chamber of Commerce, Domestic Distribution Department, Washington, D. C. A guide manual for determining the market potentials of the trade area around a city.

6. Survey of Buying Power, Sales Management, May issue, annually, Sales Management (1200 Land Title Building, Philadelphia), Pa., $5.00. Nationwide tabulation by states, counties, and metropolitan areas of the number of retail outlets and annual sales estimates for food, apparel, drugs, and seven other lines of consumer goods; population estimates; number of households and consumer spending units; and effective buying income on per capita, per household, and per consumer spending unit bases.

Natural Resources

Minerals

1. Directory of Georgia Mineral Producers, 1956, Georgia Department of Mines, Mining and Geology, Atlanta, Georgia Geological Survey Circular 2, free. Listing by mineral or mineral product and county of producing companies or individuals.

2. Industrial Uses of Selected Mineral Resources, 1954, U. S. Department of Commerce, Office of Area Development, Washington, D. C., 65¢. Listing of some 200 commercially significant minerals and their industrial uses--designed to help communities determine some of the industrial possibilities of their mineral resources.

3. Minerals Yearbook, 1954 (1958), U. S. Bureau of Mines, Washington, D. C., annually in three volumes, $4.50. Annual review of mineral production in the United States--production status of minerals given for individual states by counties.

Timber

1. Georgia Forest Facts, Georgia Forest Industries Committee (1029 Grant Building) Atlanta (in cooperation with American Forest Products Industries, Inc., Washington, D. C.), annually, free. Information and statistical data on forest areas, by counties, ownership, forest types, timber reserves, production and uses, and convervation practices.

2.**Industrial Uses of Selected Timber Species, 1954, U. S. Department of Commerce, Office of Area Development, Washington, D. C., 35¢. Lists some 40 species of commercial timber, with their industrial utilization possibilities.

3. *The Timber Supply Situation in Georgia, 1956, U. S. Department of Agriculture, Forest Service, Washington, D. C., Forestry Resources Report No. 12, 55¢. Results of field inventory of State's timber reserves, uses, and future supply trends, with statistical data on reserves by species and size, annual cut, and output of timber products.

Agricultural Products

1. County and City Data Book (see "Community Data," No. 3).

2. Georgia Agricultural Handbook, 1950, Georgia Agricultural Extension Service, Athens. Contains map of State's soil areas and series of weather data maps (precipitation, frost and temperature).

3. *Census of Agriculture, 1954, U. S. Department of Commerce, Bureau of the Census, Washington, D. C., Vol. 1, Part 17--Georgia, $1.75. Statistical data on farm acreages, useage, population characteristics, production, income, equipment, and other details, by counties and economic areas.

Planning and Zoning

1. Performance Standards in Industrial Zoning, 1954, National Industrial Zoning Committee, 820 Huntingdon Bank Building, Columbus, Ohio, 25¢. Reviews briefly the problems of establishing definite measurement standards for noise, smoke, odor, dust and dirt, fire hazards, and six other fields in their application to industrial zoning ordinances.

2. Principles of Industrial Zoning, 1951, National Industrial Zoning Committee, 820 Huntingdon Bank Building, Columbus, Ohio, 25¢. Reviews 12 basic aims of sound industrial zoning for the average community.

3. A Planning Manual for Communities of Georgia, 1957, Georgia Power Company, Atlanta, free. Outlines for city officials and civic leaders steps for formulating and carrying out a community planning program.

Prospects

1. Finding Prospects for Community Industrial Development, 1954, U. S. Chamber of Commerce, Department of Manufacture, Washington, D. C., 50¢. Comprehensive discussion of methods and sources for finding industrial prospects.

2.**How to Locate Industrial Prospects for Your Community, 1957, U. S. Department of Commerce, Office of Area Development, Washington, D. C., 10¢. Suggests methods for locating names of firms considering expansion, how to develop and maintain prospect lists, directory sources for compiling such lists, and useful lists and services.

3. McRae's Blue Book, McRae's Blue Book Company, 200 East Illinois, Chicago, Ill. annually $15 per copy. Annual directory of United States manufacturers and their products.

4. Moody's Industrials, Moody's Investors Service, 99 Church Street, New York, N. Y., annual subscription basis, $104. Manual gives description and financial data on all listed stock corporations; reporting service gives current corporation changes and plans.

5. Poor's Register of Directors and Executives, Standard and Poor's Corporation, 345 Hudson Street, New York, N. Y., annual subscription basis, $84. Listing by name and title of executive personnel and directors of approximately 22,000 principal United States and Canadian corporations; cross-indexed by industry classification, product, and individual, with residence address, business affiliations, and personal data.

6. Standard·Advertising Register, National Register Publishing Company, Inc., 130 West 42nd Street, New York, N. Y., annually, $30. Listing, by product, of 13,500 firms in 45 product groups doing national or regional advertising, with names and titles of each company's executive personnel--total 60,000 executives.

7. Thomas' Register of American Manufacturers, Thomas Publishing Company, 461 Eighth Avenue, New York, N. Y., annually, $15.00. Annual directory of United States manufacturing companies, listed by name and product--financial ratings also given.

Sites

Development

1. *Organized Industrial Districts--A Tool for Community Development, 1954, U. S. Department of Commerce, Office of Area Development, Washington, D. C., 65¢. A guide manual for developing industrial districts, with information on outstanding districts of the country.

2. Planned Industrial Districts, 1952, Urban Land Institute, 1200 18th Street, Washington, D. C., Technical Bulletin 19, $5.00. A study of the development and operation of 25 leading districts, including the Peachtree Industrial Boulevard, Atlanta; the physical location and layout, management, and marketing facilities given in detail for ten districts.

3. Space for Industry--An Analysis of Site and Location Requirements, 1954, Urban Land Institute, 1200 18th Street, Washington, D. C., Technical Bulletin 23, $5.00. A study of 220 modern industrial plants as to site area in relation to floor area, employment, location and other data, by types of industry--a valuable source of guidance for city planning, in planning industrial districts, and for management planning of new plants.

Flood History

1. The Availability and Use of Water in Georgia, 1956, Georgia Department of Mines, Mining and Geology, Atlanta, Bulletin 65, free. Comprehensive report on water-resources situation in Georgia, both surface and ground waters--includes data on maximum flood flows on State's streams.

Taxes

1. Differentials in Tax Structures of Eight Southeastern States as They Relate to Industry, Associated Industries of Georgia, 680 West Peachtree, N.W., Atlanta. A comparative study of total taxes paid in each of eight southeastern states by a hypothetical corporation producing household appliances.

2. Industrial Survey of Georgia, 1958, Georgia State Chamber of Commerce, Atlanta, free. A factual summary of the industrial advantages of the State--a good digest of applicable corporation taxes on page 29.

Water Supply

1. The Availability and Use of Water in Georgia, 1956 (see "Flood History," No. 1).

2. The Characteristics of Georgia's Water Resources and Factors Related to Their Use and Control, 1954, Georgia Department of Mines, Mining and Geology, Atlanta, Information Circular 16, free. Brief but comprehensive information on both ground and surface waters in the various physiographic areas of the State, including average data for run-off, stream flows, floods, well depths and yields, hardness, major uses, city water sources, and control factors.

3. Surface Water Resources of Georgia Counties During the Drought of 1954 (1955), Georgia Department of Mines, Mining and Geology, Atlanta, Information Circular 17: Part 1, Streamflow, 50¢. Report on effects of the severe 1954 drought which produced record minimum flows on many of Georgia's streams--average and minimum flow data given for the State's streams, with figures on drainage area of each.